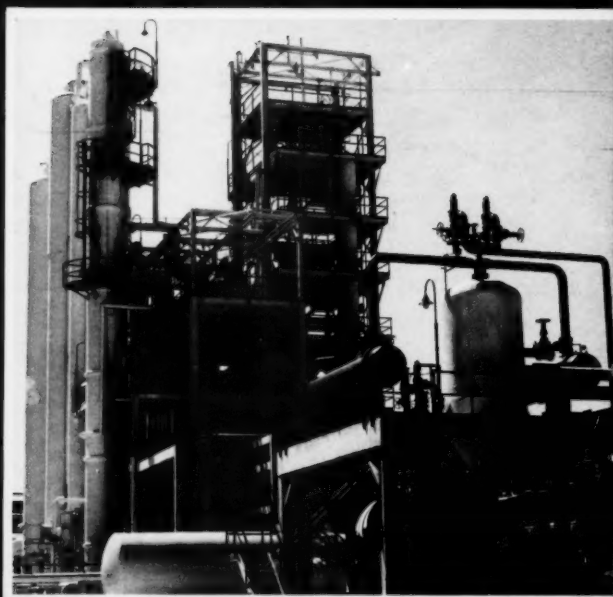
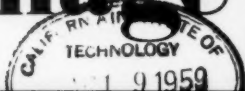


MARCH / 1959

CALIFORNIA
INSTITUTE OF

Manage



HUMANITY vs. SPACE
SUPERVISOR---YES OR NO
INTEGRATION IN INDUSTRY
NEW INDUSTRIAL REVOLUTION



...from the NMA president

Report to the Membership

G. ELDON TUFTS

In reviewing our plans for 1959, I realized more than ever before how important the director's dual role is to our organization.

First, he is a member of the board, the policy-making body of the NMA. Second, he is a representative of the specific clubs to which he is assigned.

Because this group of approximately 90 men is so important to the Association and to the field of professional management in general, I want you to hear more about their activities.

* * *

As a policy maker the director attends three board meetings each year. (In January the meeting was in Tulsa, the May meeting will be in Miami and the October meeting will be held in conjunction with the Association's Annual Meeting and National Conference in Detroit.) At these meetings the directors chart the course of the NMA. They formulate policy, analyze new programs or plans for the future, and actively work to further the objectives of the Association. Every director serves on one of the standing committees which plan, review and evaluate activities of the national organization. In addition, directors are appointed to special committees to study and make recommendations on specific problems or projects.

In their second role as representatives, the directors bring to board meetings the thoughts, ideas and opinions from clubs throughout the United States, Canada, Puerto Rico and Hawaii. They counsel clubs on their serious problems, participate in their programs and interpret the action and policies of the board to them.

* * *

In this short message it is difficult to detail the impact your directors have on the Association and management in general. However, there is one point

(Continued on page 66)

Manage



MANAGING EDITOR: *William W. Taylor*

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INSIDE THIS ISSUE

Washington Report: Labor legislation could knock the foreman's position into a cocked hat and calls for "a time for vigilance."—Page 4.

Supervisor . . . Yes or No: Here's an up to the minute account of the proposed Kennedy-Erwin Bill which "could suddenly re-define the term supervisor to mean something much different."—Page 13.

Automation: The advantages of the new Industrial Revolution are sure to outweigh its disadvantages.—Page 21.

Winning Cooperation: Without it you can look bad and with it, your efficiency is improved.—Page 59.

(See Back Cover for complete index of this issue.)

ON THE COVER

In its salute to the Petroleum Industry (Page 35), MANAGE went to Ethyl Corporation's Baton Rouge plant for this photo of its newest facility. Ethyl antiknock additives are used by most major producers of automotive and aviation gasoline.

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CIRCULATION THIS ISSUE: OVER 70,000, DOMESTIC AND FOREIGN.



Washington Report

. . . . for supervisors

by Stewart French

March is traditionally a stormy month, and true to form some grade-A tempests are brewing in political arenas of the Nation's capital.

Is the theoretically balanced budget, so dear to the hearts of President Eisenhower and his top advisers, worth an inferiority to Russia in ballistic missiles? Judging by testimony of Defense Secretary McElroy and other top brass we can't have it both ways and still have government do other things to which we're accustomed.

SUPERVISORS TO BE "FREED" FROM TAFT-HARTLEY?

Of immediate concern to supervisors, and management generally, is the bill pending before the Senate which would, in the words of its title—

"Amend the National Labor Relations Act in order to permit supervisors to be considered as employees under the provisions of such Act."

The measure, which bears the number S. 768, would strike the words, "or any individual employed as a supervisor" from the exemptions to the definition of "employee" in section 2 of the Act. It would also strike out the whole of subsection (11) to section 2, which defines a supervisor as meaning—

Any individual having authority, in the interest of the employer, to hire, transfer, suspend, lay-off, recall, promote, discharge, assign, reward, or discipline other employees, or responsibly direct them, or to adjust their grievances, or effectively to recommend such action, if in con-

nection with the foregoing the exercise of such authority is not of a merely routine or clerical nature, but requires the use of independent judgment.

A third amendment to Taft-Hartley, that S. 768 proposes, is to delete section 14(a). This provision authorizes supervisors to join whatever labor organizations they wish, but does not compel employers to bargain with them collectively as employees.

Section 14(a) has been interpreted by the United States Courts, in decisions affirmed by the Supreme Court, as a declaration by Congress that supervisors must be treated as a part of management.

Thus, the pending bill would squarely reverse the Courts' decisions and put supervisors back to where they were in the betwixt and between days of the old Wagner Act. This was the original National Labor Relations Act, passed in 1935, which unions have used as the spring-board to their present position of power.

Supervisors were not mentioned in the Wagner Act, and hence in many cases they were caught squarely in the middle,—squeezed by the union bosses on the one hand and by management on the other. Generally speaking, most labor relations experts believe, it was an unsatisfactory situation for them.

A TIME FOR VIGILANCE

If the provisions of the Taft-Hartley Act, making them a part of management, were repealed, supervisors would once again be subject to terrific pressures to join employee unions. If that happens they will cease to be a part of management, in fact at least; they will be subject to whatever "initiation" fees and dues unions see fit to charge as well as assessments; they will be subject to union discipline and restrictions; they will find themselves supporting, or at least their money going to support, political candidates who are not of their own choosing.

Such bills as S. 768, have been before previous Congresses and have gotten nowhere. Several factors now make the situation different: (1) This Congress is considered more "pro-labor" than any recent Congress; (2) Labor-Management legislation has been opened up

as never before by a clamor from all sides, including most of organized labor, for anti-racketeering reforms. Once an Act is open, it's often easy to slip in an amendment if the timing is right.

It's a time for supervisors and for management to be vigilant, if they want to preserve status as management.

NOT SO TOUGH TO BE OLD

We will either grow old or die. All of us assume the former will happen before the latter, so we're interested in the studies of the problems of aging.

From time to time this reporter has commented on activities in the Department of Health, Education and Welfare concerning the physiological and sociological problems of the growing numbers of aged persons in our society.

Now a legislative subcommittee on Problems of the Aged and Aging, under the chairmanship of Senator Pat McNamara, is studying "unjust discrimination" in employment because of age. The subcommittee has before it bi-partisan sponsored bills which would make it unlawful for any employer in interstate commerce to refuse to hire, to discharge, or otherwise discriminate against any person with respect to employment because of that person's age when the reasonable demands of the job require no age distinction. The use of labor organizations or employment services which practice age discrimination would also be banned.

And even labor unions would be subject to the law.

The Committee on Labor and Public Welfare, parent of Senator McNamara's subcommittee, approved a resolution for \$85,000 to finance the subcommittee for a year. It is planned to invite a number of recognized authorities in the field of geriatrics (which is the name for the study of the aging) to serve as a panel to lay down guidelines for an over-all study. Then field hearings will be held as a basis for recommended legislation.

Are bigger and better missiles the answer to our defense problem, anyway? As it is, without making even a serious try in the missile production race, (as

distinct from discovery and development), we're spending around \$40 billion on our security programs. That's about 59 percent of our \$77.1 billion budget. Interest payments on the national debt take another 10 percent, agriculture 8 percent, veterans 7 percent, and 16 percent for other Federal expenses.

Opposing economic partisans of "stability" and "expansion," also are battling it out in Congress in hearings conducted by Sen. Paul Douglas' Committee on the Economic Report and, more practically, in legislation for housing, expanded health programs, schools, natural resource development, and the like. The stability team so far seems to have done most of the scoring, because whatever recovery we now enjoy has been achieved without massive tax reductions or "pump priming" expenditures. At the same time, persistent price rises throughout the recession and continuing into recovery give a lot of weight to their fears of further inflation.

The other team believes that we can attain more complete, and more secure, recovery through more rapid economic growth. These thinkers point to substantial remaining weaknesses in the economy: Vast reserves of unused capacity in some major industries, such as steel and textiles, and 4 million unemployed.

Without a boom of really sizeable dimensions there is little likelihood that tax receipts will swell sufficiently to give President Eisenhower the balanced budget in fiscal '60 that he promises. And there is real danger, in the eyes of some economists as well as Democratic politicians, that the cutback in Federal spending may itself cause a serious slow-down in economic growth.

It's a tough problem, and the expansionists insist that it can't be solved by applying the old simple rule of not spending more than you take in. That was the philosophy of the Depression, they point out, and if we don't keep business going so it can make money there will be less for taxes.

Every little American boy has a chance to be President when he grows up—it's just one of the risks he has to take.

HUMANITY vs. SPACE

.... Which Needs the Conquering?

by William W. Taylor

THE CONQUEST OF SPACE IS OUR GUIDING FORCE TODAY, regardless of what the consequences may be and irrespective of what import our earthly needs may bear. Space is the thing. Conquer it, at all costs, though on earth people still suffer, starve, murder, rob, feud and stagnate. There has not been anything said that can assure us that things here will be any better when space is conquered.

It is difficult to refrain from asking what would happen if a fraction of what is being spent on probing space were utilized to the direct benefit of mankind. There is much exploration needed into the problems of the very nature of man himself, his physical, mental and moral well-being, in short the state of his existence. Of course, the international propaganda value of any conquest of the outer universe is tremendous and something which cannot be denied.

The value of this propaganda must also be weighed against the propaganda value received from knowing more about ourselves; fighting disease, curbing man's incessant desire to feud. We are told by missionaries, who know conditions firsthand, that the sum of money spent in the construction of one battleship, otherwise spent, could curb dreaded leprosy. Add a second sum of money of the same proportion and the disease could be stamped out in a matter of a few short years. Yet we humans continue spending money like the proverbial "drunken sailor" on items of self-destruction and space conquest.

It took the journalistic skills and sincere convictions of hundreds of men who mourned the untimely death of the late Damon Runyon to awaken Americans to the fact that a few dimes gathered here and there from each of us would create necessary funds to study the problem of cancer. Hard-fought campaigns, with expenditures of innumerable hours in propagandizing infantile paralysis, helped a handful of researching doctors, under Dr. Salk, to locate a vaccine

which would, in most cases, allay the possibility of attack upon those individuals inoculated.

Ironically, however, many of us are so involved in our daily tasks that an overwhelmingly large number of us have yet to avail ourselves of this safeguard. We are such a busy people. In the regular pursuit of our respective occupations and professions we have come to a point in our social climate where the human being is less important to daily living than the vastness of space.

In a similar light, *labor-versus-management* has become a by-word, an immediate opening for an argument. "I'm for labor" or, on the other hand, "I'm for management" are the two sides of the fence. We don't talk about the people involved, we talk about the principles which govern the actions of people. As a society, we have made hypocrites of our representative leaders, and thereby contribute to the ultimate destruction of the very society which we claim to love and want to protect. The name-calling during contract negotiations becomes justified by intonations of flattery and praise once agreements are reached. How juvenile can adults be?

At no time in the history of man has the opportunity for peace had as high a potential as in the second half of the 20th century. Yet the two greatest powers on earth continue to compete for "top dog" rank among the nations of the world. Will Russia or America reach the moon first?

Which can conjure up the greatest single force of human destruction? And which one will be the first to utilize its power?

Have we forgotten that the power of any nation lies within the capacity of its people to produce and to love? I hope not. Under the rules of today's society it is impossible to scrap our plans for defense and space conquest, but it is high time we started a special fund for the preservation of man. And this fund need not be strictly a monetary one. There should be sufficient room in our hearts for a wholesome concern for one another.

Have we become so entangled in technology and social systems that we have left forgotten that sense of human charity and understanding which admonishes us to love our neighbor? Basically, I think not, but certainly the cause of our social crisis has been fomented by an accelerated technology. We have forgotten how to be human and we are slowly letting ourselves become dominated by our own scientific achievements. Before we can justifiably pursue our conquest of the heavens we had best conquer our overpowering ambitions.

**Fall in Line
with NMA
in '59**



Letters to the editor

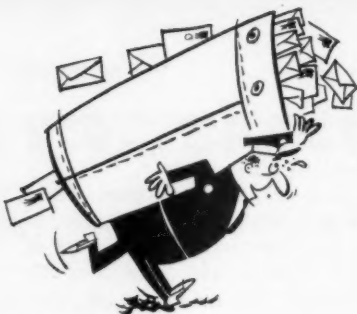
Member participation

Dear Sir:

In response to the task as outlined by NMA president, G. Eldon Tufts, in his "Report to the Membership" in the January issue of *MANAGE*, in regard to: (1) Increase in Membership and (2) Expansion of member-participation types of educational programs for clubs, the Rheem Management Club has embarked upon a program of pre-meeting conferences.

For our February meeting the topic for the conference was the presentation and solving of "How Would You Have Solved This?" Fifteen members participated and produced seven answers to Problem No. 34, "Bernies Contention" within a five-minute time limit.

During the conference, all answers were read and voted upon. The balloting selected the solution offered by E. Paul Cote as the winner. Incidentally, Mr. Cote joined our firm and also the Rheem Management Club the same day as the meeting. It should be pointed out that Paul spells his name the same as our club president. Each claims he is not related to the other. Paul's solution is submitted for your consideration. . . .
Paul J. Cote, president, Rheem Management Club.



More morals

Dear Sir:

This letter started off as more-or-less a typical "Letter to the Editor" type, complimenting you on the general excellence of *MANAGE* which so faithfully and almost brilliantly performs its function, month after month.

But, because of the striking power of a particular article, "Business . . . Scapegoat of Our Immorality" (January's *MANAGE*), this letter is intended rather to thank you for writing and publishing what could be one of a series of small but sure steps toward awakening the American sense of morality, both in business and in private life. Palpably, we have too far enchanted ourselves with things which have no real substance; charmed ourselves with things which cannot endure. Your superb article deftly points out some of the causes of our hypnosis and any reader can make his contribution toward a cure if he will but try.

Let's hope for more of such articles. . . .
George H. Wolters, Publicity Director, Lockheed Missiles Management Club, Van Nuys.

News Briefs

By LES SIMON

FILE "C" FOR COFFEE

With this new device a secretary can give her boss expert service within a minute's notice, and also serve coffee to any important guests that just happen in the office around break time. The COFFEE CABINET, as it is called, contains freshly-brewed coffee instead of papers and letters.

The cabinet's drawer pulls down to form a serving shelf where you can help yourself. However, you don't want your secretary to become a coffee fiend, so you can lock the drawer



to control not only your secretary's coffee consumption but your own.

This can be mighty handy when you're burning the night oil in the office over some important matter and need that extra bit of energy to finish up.

ARE WE READING EFFECTIVELY?

Some businessmen, today, may find it difficult to read a mystery story or serious novel only because they read it the same way they would a contract. What we must do to become effective readers is to "shift gears" with the demands of the subject matter. However, the average person usually doesn't bother to ask himself why he is reading something, or what he wants from it. The businessman, for example, may read what the cocktail party gossip recommends, but we need to become aware that this is not important. We should read what we're genuinely interested in, not to just try to keep up on social matters. (Are you still reading?)

Most colleges recommend that first-year students, who read rather slowly, take a remedial reading course. Students who have taken these courses remark that they stress the speed of reading only. Speed, undoubtedly, is the easiest thing to improve, but should not be the sole aim. We really haven't accomplished anything if we learn to read simple material faster.

According to James A. Scott, director of reading improvement at Michigan State University, "A good way to give meaning to one's reading is to pose a question, then seek

the answer in reading. This lends a frame of reference. We recommend that students read things that truly interest them, because given the desire, a reader usually will find the time."

Statistics show the average reader will move at the rate of 300 words a minute. That means 4,500 words in a quarter hour or 1,642,500 words in a year at 15 minutes a day. If a man spends just 15 minutes a day, he can read 20 average-length books from January to December.

HAND PERSPIRATION

—can be measured. If you're frequently getting into hot water with the boss, this won't help much, but New Jersey's Ameresco, Inc. has a new device, PERMETER, which gives an accurate reading of your hand's perspiration. This is impor-

tant where perspiration corrosion problems are prevalent. Personnel departments may want to purchase one of these meters to enable employees to be tested for excessive hand perspiration before they are put into a department where perspiration is apt to cause corrosion damage. Easy to use and accurate. Just grasp it firmly in the hand and read the meter. THAT's all!

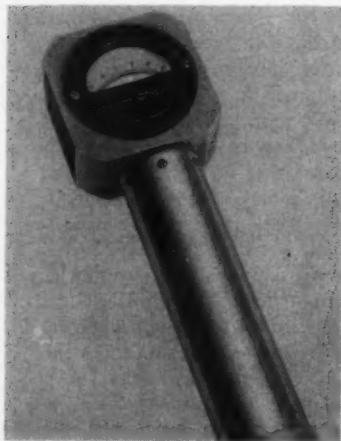
ELECTRONIC DOCTORS

—performing physical check-ups and offering punch card diagnoses, are not far off. Tomorrow's physical check-up may be performed by an electronic machine that will diagnose a case in 30 seconds and present its findings on a 3 x 5 punch card.

This is not as far-fetched as we might imagine. The electronic doctor will probably be similar to a pilot's wired space suit, according to Irwin Steinberg, general manager, Gulton Industries, Inc., Metuchen, N. J.

FASHIONS FOR SPACE

Gulton Industries also serve as scientific suit designers and are working hard to make the spaceman not only well-dressed, but also to electronically measure his heart reactions, breathing, temperature and resistance to shock and stimuli. "Since it will be impossible to send along a doctor with each space vehicle," Steinberg explained "a miniaturized electronic system that is lightweight, which can be worn comfortably and which can





The model at left is holding a breathing rate apparatus, and the black dots on her arm and calf are skin temperature devices. An external heart microphone, not shown, will record heart sounds, and the sock on the model's instep contains a device to sense galvanic skin resistance, which measures emotional activity and in extreme cases, panic.

withstand the environmental conditions to be encountered in space, is the next best thing." They have combined this into a 20-pound package of medical instruments, which in no way will hinder the pilot.

IMPROVED MAINTENANCE

—could hold the key to profitable operation in 1959, C. E. Sutton, Jr. of General Electric Co. stated before a meeting of industrialists.

Maintenance as commonly practiced in past years is "definitely on its way out." A new era of "productive maintenance" could greatly reduce unexpected "outages of expensive machinery," he commented.

An effective maintenance system, "should increase production, reduce unplanned downtime of machinery and serve as an item of cost reduction rather than one of necessary expense." This should result in mini-

mum maintenance cost per unit produced and should help plant management determine whether too much or too little is being spent on maintenance.

NO WONDER IT'S BEEN COLD!

U. S. Army research tells us that if the temperature is 35°F and the wind velocity is 20 miles an hour, the effect on exposed flesh . . . if you were outside for an hour . . . is the same as that of minus 38°F with no wind.

All directors from the north will be looking forward to the NMA Board of Director's Meeting in Miami, May 21 and 22.

**Fall in Line
with NMA
in '59**



SUPERVISOR---

YES or NO

**Washington can either
confuse or clarify
the question**

IF YOU ARE A SUPERVISOR, debate in Washington this month can either substantiate your position on the management team or automatically transfer you to the production force. Regardless of the talents involved or the moral obligations you may feel, a change in the present Taft-Hartley Act (the National Labor Relations Act) could suddenly re-define the term "supervisor" to mean something else.

A short history of labor law quickly reveals that until a definition of the term supervisor was written into law, there were wide areas of confusion and frequent chaos. Thousands of foremen and supervisors didn't know whether they were a part of management or of production. Both labor and management either claimed or dis-claimed the first-line supervisor, depending upon which decision was the most expedient at the time.

When the Taft-Hartley Act was passed into law a workable definition was established. For 11 years the definition has held its ground. In 1958 the proposed Kennedy-Ives bill would have changed that definition, but the bill was defeated. The current Ken-

neddy-Erwin bill, which has been studied by the Senate Labor Subcommittee, and which is now under debate in the Senate,* would attempt to eliminate corruption and racketeering within certain unions. Tacked on to what is considered to be a moderate reform bill is a section which proposes to amend the Taft-Hartley definition of the term "supervisor."

Measured grammatically, the new definition makes little alteration in the present law, however the author's use of words and phrases does suggest a different connotation. The new wording apparently attempts to bring more workers under the act, and sub-

(*) This was the status of the Kennedy-Erwin bill as **MANAGE** went to press.—Ed.

Labor Management Relations Act of 1947, Section 2 (11), is as follows:

"(11)The term 'supervisor' means any individual having authority, in the interest of the employer, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees, or responsibly to direct them, or to adjust their grievances, or effectively to recommend such action, if in connection with the foregoing the exercise of such authority is not of a merely routine or clerical nature, but requires the use of independent judgment."

* * *

Proposed amendment of Section 2 (11) of the National Labor Relations Act as contained in S505 (Kennedy-Erwin bill):

"(11)The term 'supervisor' means any individual having authority, in the interest of the employer, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees, or to adjust their grievances, or one who does effectively recommend such action, or whose principal function is responsibly to direct other employees, if in connection with the foregoing the exercise of such authority is not of a merely routine or clerical nature, but requires the use of independent judgment."

sequently into the unions. Actually the revised wording would require the National Labor Relations Board to consider more cases although it is claimed, by the proponents of the bill, the rewording would decrease the number of cases (over 2000) now awaiting NLRB decision.

The Foremanship Foundation and the National Management Association (NMA) have each submitted respective statements opposing any change in present law. Both statements of opposition found that the proposed amendment does nothing to

clarify the present definition.

Specifically, the NMA statement said that, "following 11 years of experience we can find no evidence that the present language is either an unfair definition or an unworkable one. Any modification would create serious confusion throughout business and organized labor and would establish new and unwarranted precedential standards."

It would seem that Sen. Kennedy, in re-phrasing the definition of supervisor, is hanging his hat on the phrase, "or whose principal func-

tion. . . ." Grammatically this provision is just as dis-junctive as the other requirements enumerated in the definition, yet the expert selection of his words does give new meaning and importance to his definition. Many present supervisors would no longer be exempt from bargaining collectively if the proposed amendment were passed into law. Thousands of foremen, in all areas of American industry, who are in authority, do not have, as a "principal function," the responsibility to direct other employees.

Industry would show little progress if all supervisory personnel were required to spend the major portion of their time directing other people.

At the time MANAGE went to press the bill was still under consideration in committee with little likelihood that it would be presented to Congress much before March first.

The outlook, according to our Washington sources, was simply that the labor vote was on the side of the Kennedy-Erwin bill and that there was good indication that it would be passed in the final analysis . . . but it was certain that the measure would be fought. The opposition is

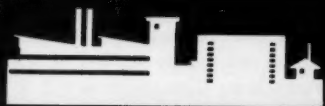
expected to come both from the Republican members of the committee as well as some conservative Democrats who are reluctant to make wholesale changes in the Taft-Hartley structure.

At a recent "Aircade Meeting" of the U. S. Chamber of Commerce one businessman said, "I thought Sen. Kennedy's new labor bill was the long-awaited effort to rid the unions of gangsters. It's a complete surprise to me to learn that the bill would harm employers and give the public the false impression of a clean-up of racketeers. . . ."

In making its statement to the Senate Labor Committee, the NMA pointed particularly to the section proposing to amend the Taft-Hartley definition. It is also felt by the Association that legislation is needed which would deal effectively with improper activities and inequities which now exist in the labor-management field. Under the title of a National Labor Relations Reform Bill, the Kennedy-Erwin proposal is being widely mis-interpreted by the general public, and opposition is construed to be an opposition to *reform measures*. Nothing could be farther from the truth.

Old Jed, who lived pretty far up the mountainside, got word through the grapevine that there was a special delivery letter awaiting him at the post office. As the village was located at the foot of the mountain, Jed started down to get his mail. About half way down the steepness of the slope forced him into a trot. "Look at Jed," said one of his cronies lounging nearby. "Too lazy to hold back."

BUSINESS NOTEBOOK



by WILLIAM M. FREEMAN

THE MOTIVATION RESEARCHERS, the social scientists who figure out why we do as we do, have discovered the sense of smell. The appeal has been to vision with pictures and colors, to the ear with music and sound, to touch with textures and to taste with flavors. Now—

The fifth sense

is being added. A big department store in New York is perfuming lingerie to help other senses to sell it.

A collecting service picking up refuse at 23,000 Long Island homes is spraying customers' garbage cans with a lavender scent.

A man in Brooklyn is producing a movie in color and wide screen, plus an odor. (Sample: Jasmine is the killer's scent, and the audience will know terror is in the air when jasmine fills the theatre. Air conditioners will clear the scent away to make room for the next odor and the next scene).

Scented ink has been used in newspapers to perfume an ad for flowers or to call attention to a food product, but the results have not always been good. Wives of press-room workers have been upset at smelling strange perfume on their husbands and dogs have been known to tear newspapers apart tracking

down a tempting smell. If the cooking column is perfumed to suit the day's recipe the scent of garlic might upset a housewife reading the paper while preparing a soufflé.

These changes in the art of selling goods may spur some repercussions. It would be—

No surprise

—if the husbands rise up in arms over the gradual transformation of the corner grocery to the appearance of a department store. It is nothing new any more to find apparel, hardware, reading matter and so on, in the store. But more of the same is coming.

Several supermarkets of the Penn Fruit Co. are testing sales of canned lingerie in cardboard containers that look very much like those used for salt. Two stores are trying the canned panties in sections that normally handle apparel; one is using a separate gondola fixture for display

and two others are stacking the underwear with the groceries.

The idea behind the experiment is to find out which method of selling works best. The problem yet to be solved is what happens when a woman buys some "salt," then, a week or two later, opens the container and challenges her husband as to where the panties came from and why he uses the salt box to hide them.

The biggest changes in this country's selling are coming not only in how goods are sold, but in what people buy, even such staples as the—

Coffee and tea

—that are found in nearly every household. Coffee consumption in this country is dropping and tea consumption is on the way up. Here's why:

Sharp price rises a few years ago cut coffee usage and spurred sales of tea and other beverages as substitutes. Most in the industry thought price was the big factor in holding sales down and that price cuts would lift volume.

However, price reductions, one after another, have failed to put any appreciable life into coffee sales. Tea usage, however, jumped last year to 108,100,000 pounds, second only to the record of 112,200,000 pounds in 1954, when coffee prices were at a peak, according to Robert Smallwood, chairman of the Tea Council of the United States.

Fifteen Latin-American coffee producers are operating under a formula limiting the amount each will export. While this is described as a measure to distribute the supply equally throughout the year it has the additional effect of supporting prices artificially.

Prices have sagged despite these extreme measures, without the expected buying response. Now Brazil is engaging in a price war with Africa, which produces the robust type of coffee used in soluble "instant" drinks, to try to hold down the increasing use of the powdered coffee at the expense of the bean.

Meanwhile, tea importers in this country are doing some expert pro-



"Got anything I can do in a sittin' position?"

motion to call attention to the drink's virtues and especially to the fact that it is a he-man beverage.

Beer

Did you think American beer was the best? There are many Americans who believe that few brewers in this country managed to hold on to their special skills during the Prohibition years. Imports of beer from abroad gained 11 per cent in the first eight months of 1958 over the 1957 period, according to Herbert Kallman, vice president of the Original Beer Importing and Distributing Company. Imports amounted to 6,949,581 gallons, compared with 6,222,990 in the earlier period, and fully a third of the rise came from Western Germany.

What's in a name?

When a company puts a young fortune into publicizing its name and the quality products and services linked to it, it seems only reasonable to suppose long and hard midnight thinking would precede a change in the name.

The well-known name of Bakelite—derived from Dr. Leo Baekeland, inventor of the versatile phenolic plastic compound—has been dropped altogether. The Bakelite division of Union Carbide Corporation has become the Union Carbide Plastics Company and the word Bakelite is disappearing although it has wide acceptance in the home and in industry.

There must be reasons behind the scenes for management to discard its heavy money investment in such a well-known name. Offhand, it appears to be an example of the public relations thinking that favors a change, which is to say something new instead of something long known and respected as a quality symbol.

The automobile manufacturers are going in for—

New names

—for their products, too, in addition to all sorts of decorations and jet-age design. Sometimes it is difficult to find the original name of a car beneath the trimmings. If you look hard you can see Chrysler in small letters with the Windsor name. Studebaker makes the President, Chevrolet the Impala, Chrysler the Newport and the Saratoga, Plymouth the Belvedere, Dodge the Sierra and Buick Le Sabre, Invicta and Electra.

The pay check

When a top business executive is appointed to a big job in Washington the newspapers are accustomed to mention the "personal sacrifice" involved—how he must give up his well-paid executive post to take a low-paid but highly important government position.

Then, when such a man returns to private industry the exchange of letters with the White House usually includes a reference to the man's obligation to his family and something to the effect that he must get back

to earning a paycheck before he and his wife and children are evicted.

Carl W. Robinson, vice president of Barrington Associates, Inc., management consultant organization, has been looking into this wide disparity in pay to ascertain the effect.

He has found that "executive salaries in government are often so low that the best men cannot be attracted to the positions, and this results in inefficiency at the top that actually costs the taxpayers money."

There is a brighter prospect for the salary levels for such men in government, however. Local, state and federal agencies are studying the salary structure at the top, and Mr. Robinson notes that they are working out a defense for the \$20,000 and \$30,000 levels as devices to conserve taxpayers' money by attracting and holding the best professional management talents.

Coming up

Here are a few indications of what the future holds:

An integrated home heating and air-conditioning system that can be installed at a cost of \$1,000. It means, according to Alexander P. Hirsch, chairman of the Welbilt Corp. of Maspeth, N. Y., that a builder can install a combination heating and cooling unit in a home that sells for as little as \$10,000. (Don't look for the new system this summer. It won't be marketed until late in the year).

A new drug, called Sinutab, prom-

ises to relieve the sinus headache that affects 5,000,000 sufferers annually. Warner-Chilcott Laboratories is the developer.

American Safety Razor Corp. is offering a brand-new principle in shaving, an inexpensive Gem blade affair with a pushbutton feature that puts the blade in the best position for shaving.

Garages are beginning to raise their fees 15 to 30 per cent for parking the larger 1959-model automobiles.

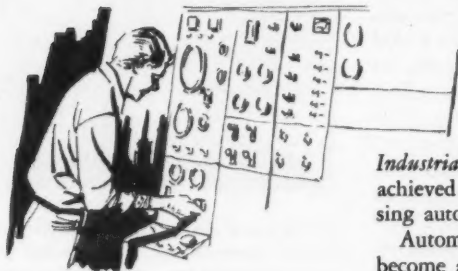
A new business: The used-airplane lot. With commercial carriers converting to jets you'll be able to find just the right second-hand plane you've been wanting.



A Boeing research engineer demonstrates a new ceramic material which can withstand high temperatures associated with supersonic flight. Material is capable of withstanding in excess of 4,000° F without melting. Low factor of heat conductivity allows engineer to hold sample close to the flame.

AUTOMATION

The New Industrial Revolution



by Ira Goldwater

The advance of American industry since the middle of the 19th Century has been without precedent in the history of the world. In 100 years, greater growth has been achieved than in the five preceding centuries. This era has been historically accepted as the Industrial Revolution.

High school and college students studying this segment of Americana can get the feel of the drama and romance which accompanies the Morgan, Rockefeller, and Carnegie stories; the tortuous building of the great railroads and the tremendous water projects, such as the Tennessee Valley Authority.

These students, however, upon leaving school and entering industry, will find that the middle of the 20th Century marks an advancement which can justly be termed the *New*

Industrial Revolution. This is being achieved through the all-encompassing automation.

Automation, it would seem, has become all things to all men. To a control engineer, automation is the application of feedback principles in devices for doing work or making decisions. To the machine-tool manufacturer, automation is the use of machines in automatic production. To the producer of material-handling equipment, automation is the use of special conveyors and similar apparatus for moving materials about a factory. To the factory executive, automation is something he must adopt to keep abreast of his competitor. To the labor leader, automation appears as a specter threatening mass employment.

There seems little doubt that the word *automation* has caught the fancy of journalists writing about certain technical fields as have few other words in recent years. Too often the writer chooses a meaning for the word which suits his own particular purpose, and one meaning is often not consistent with others. At least one person has seen fit to refer

to the word automation as a *convenient means of avoiding clarification.*

In the December, 1958, issue of the "Machinist," a labor paper with national distribution, a full page editorial was devoted to "What's Ahead for Americans" in a summary of AFL-CIO Research Department findings. One paragraph states: "The Department of Labor predicts a continued increase in demand for manufactured goods by consumers, business and government, and therefore a continued increase in manufacturing employment during the next two decades. However, new machinery and new techniques make it possible to produce a vastly greater output of goods with fewer workers. Therefore, manufacturing employment, although increasing in numbers, will drop slightly in proportion to total employment, by 1975."

While on the front page of the same issue, Philip A. Hart, senator-elect from Michigan, cants, "—can we watch whole communities turned into ghost towns by automation and feel no responsibility for turning American citizens into displaced persons?"

Undoubtedly, this same reaction attended the invention of the loom and the construction of the player piano,—each a form of automation, in its day.

The manufacture of machined parts has always involved a skilled machinist working from an engineering drawing made by a competent draftsman on the basis of informa-



For 18 years author Ira Goldwater has been a member of management at Lockheed, Burbank, Calif. Formerly associated with the company's tool control program, the author is now design change coordinator.

tion supplied to him by, say, an engineer. With the (numerically) controlled milling machine it is possible to supply to a computer information about only a few significant dimensions of the finished part. The computer translates this information into necessary motion of the cutting tool in three dimensions. An operator is needed to insert the raw material and the proper tool into the machine, but all subsequent motions are carried out by the machine at the direction of the computer controlling it. The step of preparing elaborate drawings is eliminated and operation of the machine is possible by a relatively unskilled person. A special feature of some machines is the ability to foretell the proper time for changing worn tools and dulling cutters and to maintain operations in certain portions of the equipment

while other portions are shut down for tool changes.

Numerical control, by definition is the automatic control of processes or machines for their complete work cycle, in accordance with instructions expressed as numbers. When applied to machine tools these numbers are related to the dimensions of the finished part and the rate at which the machining is to proceed, such as selection of feeds and speeds. The instruction may also include as many of the auxiliary functions as desired, such as turning coolant on and off, clamping of blank part, chip removal, indexing of power attachments, loading and unloading, etc.

The over-all objective is to translate part specifications into the desired product with a minimum of tooling and human intervention in the machining process.

Basic reasons for this program include: reduced lead time; more hours of actual cutting time; reduced scrap; shortened machine setup time; fewer tools, patterns and models; improved cutting tool life; shorter inspection time and greatly reduced over-all costs.

All numerical control systems are compatible to the degree that they must be defined mathematically, but the method of translating control language from one system to another still leaves much to be desired. In the event of Industrial Mobilization, it would be imperative to interchange work, and information from different numerical control systems is now

being guided toward a universal standard.

Advancement in the area of numerical lofting and application of numerical drawings, with the possible retrofit of existing equipment in the offing, presents an immediate improvement attainable in manufacturing techniques almost beyond human comprehension. Albert Einstein once said, "Science as something existing and complete is the most objective thing known to man. But science in the making, science as an end to be pursued, is as subjective and psychologically conditioned as any other branch of human endeavor."

As an example of the magnitude of this development, the following equipment is essential for numerical control:

1. A manual computer.
2. A large general purpose computer used to calculate data from engineering drawings.
3. Paper tape preparation unit (Flexowriter) which accepts the data, speeds and feeds in decimal system and punches the paper tape (pattern).
4. The director which converts the data to analog form by converting the paper tape to time coordinated, phase modulated electric signals.
5. Magnetic tape recorder, which impresses the director signal on magnetic tape.
6. Tape playback and machine control unit which reads the magnet-

ic tape and directs the servo-systems of machine tools that are closed loop feedback synchro-systems.

7. Data storage for (a) paper tape, (b) magnetic tape, broken down into digital and analog form, (c) cards, and (d) a magnetic drum.

It is easily understandable, from the foregoing, that the automatic factory, for general use, is far from realization. Present day products are designed to be assembled by men. While we are now in the period of transition, converting from manual

AUTOMATIC CONTROL TERMINOLOGY

ANALOG INPUT DATA—information supplied to a machine control or director in the form of a directly measurable quantity used to represent some other quantity. These data are generally continuously variable quantities as distinguished from quantities allowed to take on only discrete values.

BINARY CODE—a system for expressing numerical data in terms of elements, each capable of assuming one or the other of two states.

CLOSED LOOP SYSTEM—wherein the output of the system, or some result of the output, is fed back for comparison with the input for the purpose of reducing the difference between input command and output function.

COLLATOR—a device for determining the coincidence or non-coincidence of two signals and signalling the result of the comparison.

CYCLING—the period of change of the controlled variable (oscillation).

FEEDBACK LOOP—that part of the control system which provides the flow of output function information to allow comparison with the input command signal.

OPEN LOOP—systems have no means of self-correction of errors by comparison of the output function with the input command.

PROGRAMMING—is the analysis and combining of engineering and manufacturing information to provide uncoded machine control information.

SERVO-MECHANISMS—systems in which the controlled variable, generally machine position, is varied in order to reduce the measured difference between specified and actual values of the controlled variable.

to automatic operation, the full accomplishment will cover several decades.

There is a huge automatic machine capable of building cylinder blocks for automobile engines. But it only makes this one part of the engine. Assembly of all parts must be done by skilled workers. It might be possible to take so complex a device as a gasoline engine and redesign it in such a way that not only would its components be produced automatically, but a machine could assemble these components as well. At the present time, possible automatic assembly is more nearly at the scale of a pressure radiator cap, which is entirely produced by machine. Clearly, a completely automatic factory would require much original thought.

In the future it seems certain that applications of automation will increase continually. Its application to an existing industry is admittedly expensive and requires highly specialized knowledge, both of the industry itself, and of the principles of automation. There has been the not ungrounded fear among business executives that manufacturing processes tend to become frozen and lose flexibility if too much automation is attempted. The importance of this fear depends, in part, upon the scale of operation. In a really large scale operation, lack of immediate flexibility may not be too important.

With respect to labor's fear of workers being replaced by machinery, a sober view leads to the conclusion

that, while automation may lead to temporary local labor difficulties, these probably will resolve themselves. A general raising of the level of proficiency of all workers is certain to be necessary as automation is applied.

There have been published estimates indicating that automation will be complete in about 20 years. Other estimates predict that true automation is centuries away. Again the sober view discounts both these extremes with the observation that introduction of automation in existing mechanized industry is as much a process of evolution as revolution. In all likelihood automation will, in time, become widespread, but its application cannot occur with great rapidity because of the expense and personnel involved. In the long run, the advantages of automation are sure to outweigh its disadvantages.

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LABOR AND MANAGEMENT...

WORKING TOGETHER



by Alfred K. Allan

IN CALIFORNIA'S SPRAWLING SAN FERNANDO VALLEY, skilled craftsmen working without pay, and on their own time, are erecting a mammoth youth center for the Valley's 43,000 teen-age boys and girls. Everyday, trucks loaded down with materials donated by hundreds of business firms in nearby Los Angeles heave onto the project site. These same business firms have also dispatched volunteer supervisory personnel and they are footing the bill for much of the youth center's costs. It is an example of labor and management . . . working together for others.

As a representative of the Los Angeles building unions told me, "In the past five years our unions have contributed approximately \$500,000 in donated labor to such worthy projects as the San Fernando Valley Youth Center, the Sunair Sanatorium for Asthmatic Children, and the Boy's Club, in addition to Little League baseball diamonds and stands for children. We don't generally brag about this. We just go ahead and do the work as parents and as citizens of the United States."

New "lung" for Peoria

In Peoria, Ill., labor and management cooperated in the construction of the country's first aluminum lung for polio cases. The Toledo, Peoria

and Western Railroad donated the materials and local laborers contributed their time and abilities to fashion the new type lung, now being put to good use in a Peoria hospital.

In four mid-west states, labor and management are cooperating to keep people from killing themselves. Trucking industry management and truckdriver employees in Illinois, Indiana, Ohio and Michigan were alarmed by the increasing number of highway accidents in their territories. Together, the companies and their workers launched a safety campaign, emblazoning the backs of thousands of trucks with bold-lettered stickers proclaiming, "Drive With Care—Make Accidents Rare!"

New York City's five-story Siro-

vich Day Center, a congenial meeting place for the big town's senior citizens, needed some sprucing up to give the place a more warm and cheerful appearance. A little paint would do it. Local paint companies delivered 350 gallons of paint to the center, plus all the plaster and painting equipment needed. Sixty painters set up their ladders and scaffolds and went to work re-painting the entire building . . . both inside and outside. The vast renovation job cost the center absolutely nothing, for labor and management contributed materials, time and skill.

Need outruns facilities

Deep in the Sonoma Valley, not far from San Francisco, is the "Boy's Town" of the West; the Hanna Boys Center, where homeless and neglected youngsters can find shelter, and receive care and guidance from the center's welcoming priests. As is often the case in humanitarian projects like this, the need often outruns the facilities. This was where local labor and management came in to help. Donations from business firms of lumber, tools, cement and roofing, were put at the disposal of volunteer building laborers who worked speedily to expand facilities and thereby extend the center's welcome to greater numbers of needy boys.

The cute-faced Petraglia triplets of New York City have been blind since birth. Building contractors and manufacturers cooperated with building workers to construct a one-story

Combined, these two groups are donating time, energy and money to civic projects throughout the country while working for others.

brick ranch dwelling for the sightless triplets; a "dreamhouse" without stairways; especially designed for the youngsters.

Many faiths build synagogue

On a gusty March afternoon, a year ago, a crowd of worshipers jammed the Yeshiva Zichron Moshe synagogue in New York City for high holiday services. In the midst of the solemn services an ominous cracking sound was suddenly heard. The worshipers looked up fearfully from their prayer books. The ceiling ripped open, showering the screaming, panicky assemblage with tons of heavy debris. The disaster left one woman dead and two other worshipers injured. The damage was so great that the synagogue's religious school had to be closed, and it looked for a while as though it would never be opened again.

Local representatives of labor and management met in hurried conference. They decided to undertake the rebuilding of the damaged synagogue. Business firms provided the materials and workers volunteered their time. As Michael A. Rizzo, the president of the Bronx Board of Business Agents said, "Our members, of many

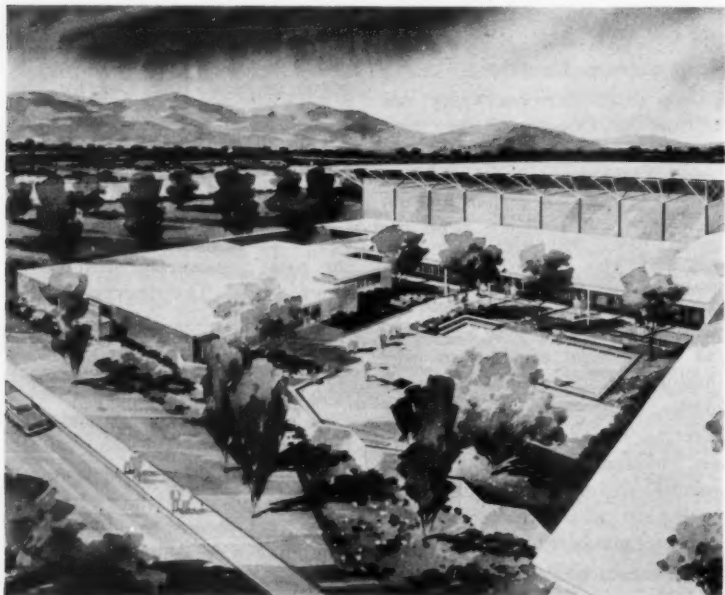
different religions, took it upon themselves as a community responsibility to see that this important educational and spiritual center was restored."

In Detroit, several years ago, executives of the automobile capital's leading firms joined with their employees to form a United Fund, through which management makes sizable charity contributions and workers voluntarily allow specific charity donations to be deducted from their salaries. Then labor and

management confer as to how the accumulated charity donations are to be allocated.

Results provide proof

William C. Day, president of the Michigan Bell Telephone Co., points out, "We used to sit around the negotiation table when a strike was imminent. It was the only time we met union representatives. Now we work with them on each charity drive and the result has been proof that management and labor can work



This is the architect's rendering of the completed San Fernando Valley Youth Center which will accommodate 43,000 teen-age boys and girls. The first unit and patio, at left, is now nearly complete. The project serves as a testimonial to the cooperative efforts of labor and management in working for others.

handsomely together. It's helped in many a negotiation."

Some 70 painters in Baltimore, Md., perched atop their scaffolds recently to apply bright new coats of paint to the front of the five-story Baltimore League for Crippled Children building. Materials were donated by area supply companies.

In South Bend, Ind., the civic-minded Studebaker Automobile Co. donated a park to the city. Not to be outdone by their employer, Studebaker workers donated a playground for the park and a short while later these same community-conscious workers presented the local Children's Aid Society with boxing equipment and facilities worth \$22,000 with which to launch a gymnasium program as a deterrent to juvenile delinquency in South Bend.

Projects bring commendation

Another way to combat juvenile delinquency is to provide useful occupations for young people. A short while ago, several ladies handbag manufacturers opened a special shop at the New York Training School for Girls in Hudson, New York. The new shop aids in the rehabilitation of teen-age girls by training them in the manufacture of handbags, a new skill they can use when they are released from the school. The manufacturers loaned machines and other needed materials, the handbag workers' union set up the shop and now helps to run it at a productive pace.

The project brought words of commendation to labor and management from New York's former governor Averell Harriman who said, "Efforts as genuine as yours will have far-reaching results."

American labor and management are cooperating as well in perpetuating the historical landmarks of our country.

Out in San Francisco, labor unions and business firms donated a year's time to restoring the historic *Balclutha*, the last deep-water, square-rigger sailing ship to sail under the American flag. Pouring their own materials and labor into the project, labor and management put the ship into condition so that today it is on public display in San Francisco as a reminder of our nation's sea-going heritage.

In Fort Smith, Ark., stands the famous old Judge Parker Federal Courthouse where law and order was maintained during the early days of this territory. Local building workers and business firms took on the task of preserving what remains of this famous courthouse. A permanent plaque now appears at the restoration site, upon which are imprinted the names of the workers who contributed their time and labor to re-building, in exact replica, this example of early American justice. Fort Smith's Circuit Judge, Paul Wolfe, told me that, "Without the generous contributions of labor and management this restoration would not have been possible."

It's Later Than You Think

Everything is farther than it used to be. It's twice as far from my place to the bus line now, and they've added a hill that I just noticed. The buses leave sooner, too, but I've given up running for them, because they go faster than they used to.

You can't believe the timetables anymore, and why ask the conductor? I'll bet I asked him a dozen times if the next stop is where I get off, and he always says it isn't. I put on my coat and hat, and stand in the aisle a couple of blocks away just so I won't go by the right stop. Once in a while I make doubly sure by getting off at the block ahead.

Seems to me they're making staircases steeper than in the old days. The risers are higher and there are more of them because I've noticed it's harder to make them two at a time.

Have you noticed the smaller print they're using lately? Newspapers are getting farther and farther away when I hold them, and I have to squint to make out the news. Now it's ridiculous to suggest that a person my age needs glasses, but it's the only way I can find out what's going on without someone reading aloud to me, and that isn't much help, because everyone seems to speak in such a low voice I can hardly hear.

Times sure are changing! The material in my clothes, I notice, shrinks in certain places (you know, like around the waist and in the seat). Shoe laces are so short they are next to impossible to reach.

Even the weather is changing. It's getting colder in the winters and summers are hotter, too, than in the good old days. Snow is so much wetter that I have to wear rubbers. I guess the way they build windows now makes drafts more severe.

People are changing, too. For one thing, they are younger than they used to be when I was their age. On the other hand, people my age are so much older than I am. I realize that my generation is approaching middle age, but there is no reason for my friends tottering into senility.

I ran into a friend the other night, and he has changed so much that he didn't recognize me. "You've put on weight," I said. "It's this modern food," he replied. "It seems to be more fattening."

I got to thinking about him this morning while I was dressing. I looked at my own reflection in the mirror. Seems they don't use the same kind of glass in mirrors anymore!

HOW'S YOUR FOOD SERVICE?



by Amos Landman

If your company serves its employees lunch, is it doing the best possible job? If it does not serve meals, should it do so?

These are significant questions. For food service is not only an important morale factor, but it is also, or can be, a valuable fringe benefit.

In some situations, of course, a company must provide eating facilities because there are no public ones nearby. But even if there are reasonably good facilities, it may be to the advantage of a concern to offer its people food service.

David J. Berge, executive vice president of The Brass Rail Restaurant Organization of New York City, points out:

"Thousands of companies spend millions of dollars on health plans and retirement plans as a means of finding and keeping qualified personnel and because they feel it a responsibility toward their people.

"A good dining service is in some ways much the same. It is a fringe benefit which affects the employee in two vital areas, the stomach and the pocketbook. And it does so every single working day. Five days a week the company serves him a delicious meal on company premises, a meal which might cost twice as much in a restaurant.

"Thus a quality feeding program has an immediate advantage to all, one which is lacking to the company health plan, since a large proportion of employees remain well and don't need it. To many workers it will have an immediate impact, lacking to such devices as a retirement plan, because retirement seems pretty remote to younger employees, especially females.

"By establishing a top quality dining facility, a company also makes sure that its personnel receives a full, well-balanced meal in pleasant surroundings without long delays.

"As everyone knows, a happy, healthy employee gives a better day's work and is likely to require less sick leave. A good lunch helps make him happy and healthy."

Mr. Berge knows his onions, if we may put it that way. His firm manages company dining facilities on a fee basis for a dozen prominent con-

cerns, has a major chain of restaurants in New York, handles in-flight feeding for a half-dozen airlines, set up and operated the restaurants in the American Pavilion at the Brussels Fair, and has been operating all food facilities at the huge Jones Beach (NY) State Park for almost 30 years.

Does the client company wish stopgap food and service or does it want to provide a well-balanced, appetizing menu? Does the company want to have a dining facility to eliminate the stretched-out lunch hour which affects working efficiency and output?

Does the company have a "captive audience," or must its dining service be good enough to compete with nearby commercial establishments? Is the company's operation such that lunch hours can be staggered, or must all employees eat at the same time?

Would the company want to use its facilities so that employees will get to know each other better and will learn more about the company? Does it want executives and supervisors to dine separately from other personnel? Does it plan to set aside a part of its facility to entertain guests? Would it be advantageous to subsidize the dining service, and if so, to what extent?

The type, size, equipment, labor force, and cost of the dining facility all depend upon answers to these and related questions, according to Mr. Berge. So will its success.

The most modest dining facility would consist of the requisite number of tables and chairs, a water cooler, and perhaps a few vending machines. Such a setup, while inexpensive, will obviously not serve the purposes of a more elaborate facility.

Similarly, a cafeteria serving only sandwiches or a single entree is less expensive to build and operate than one that offers its patrons a choice of dishes. A company cafeteria may have its own bakery which entails a greater capital expenditure for equipment, but lower merchandise cost than another buying all its bakery products. Such factors affect the cost of building and operating a company facility.

Some firms run their own cafeterias; others call in a professional food service operator. If a professional is to operate the facility it is wise to call him in during the planning stage so that the company can benefit from his practical experience.

"An excellent facility can be developed," says Mr. Berge, "if both parties approach the problem with an open mind and a desire to develop a facility which will give maximum satisfaction both to management and to its personnel. The most important thing is for the parties concerned to sit down and draw up a program on realistic requirements. The cost of the operation will depend entirely on the objectives to be met."

Take the matter of subsidizing the food service. One of The Brass Rail clients only wants to recover the raw

food cost, making it possible to serve a luncheon of tomato juice, prime roast beef, dessert and coffee for a mere 60¢. Another firm pays for the rent, heat, and light, but must recover raw food and labor, making it necessary to charge 95¢ for the same meal, which would cost at least \$1.85 outside. Only the company can decide which operation serves it best.

Now consider the matter of social objectives. Company A has a highly departmentalized organization which is reflected in its dining rooms. These consist of a cafeteria, with a large dining room for general personnel, a private dining room for executives, another for the board of directors, and several rooms for guests and committee groups to use when dining together with authorized executives. All seats are assigned except in the general dining room, so that most employees dine with the same colleagues.

On the other hand, Company B feeds everyone in the same dining room. It shuffles place cards so that on Monday a shipping clerk dines with an engineer and the company nurse, and on Tuesday he sits with a quality control technician and a salesman. Once in a while he may break bread with the president. The company feels that in this way cliques are less likely to form, and each employee gets to know more of his fellow-employees. Also, the employees become impressed with the many and varied skills which go to make up a major manufacturing enterprise.

And each man sees how he fits into the big picture.

Once the decision has been made to open a cafeteria or upgrade an existing one, the company must decide who will do the job. On this subject Mr. Berge says:

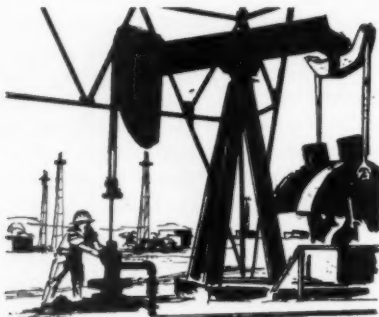
"Why should a company which manufactures steel, or mixes paint, know anything about the purchase, production, and serving of food, or about menu-planning, or about equipping a kitchen? Chances are that it hasn't a clue."

Organizing and running a quality food service economically requires a high degree of experience and skill. When a firm wants air-conditioning it calls in an air-conditioning engineer. When it plans to feed its staff, **IT OUGHT TO CALL IN A SPECIALIST TOO.**

An experienced caterer will have dietitians on his staff, which many companies would be unable to afford. A large caterer will probably have an executive chef who is an old hand at volume feeding and has for many years devoted himself to finding ways to cut costs and to make food more attractive.

An established restaurateur is successful because he makes the decor of his restaurant attractive, his food tasty, his service cheerful and his prices as favorable as possible. A caterer operating within this frame of reference is more likely to make a company cafeteria a success than someone who lacks this experience.

Petroleum Celebrates



FROM THOSE HECTIC BEGINNINGS back in Titusville, Pa., the petroleum industry has come a long way on the strength of its leadership and the tremendous importance of many technological developments. Throughout the petroleum, and allied chemical industries significant new processes have come about which make the industry one of the most fantastic in American achievement.

Quite naturally, changes in the techniques of finding, drilling and refining have been coupled with new practices on the managerial scene. Field foremen and supervisors, those burly battle-scarred roustabouts of the early days, were a tough and hard lot. Today, they may be equally as tough, but they represent a more educated variety.

Claims of oil resources were often sneered at and jeered by the doubt-

ful, but as the industry grew in know-how and technology, the jeering subsided. Today, oil resources in this country are greater than at any previous time. New field discoveries, together with extensions of old pools and revisions of previous estimates indicate that total domestic oil reserves are in excess of 30 billion barrels. Emphasis today is on refining technique. The color and the drama of "bringing in" a new well is not completely gone, but the tedious

This is the first in a series of articles devoted to segments of American Industry. MANAGE salutes the Petroleum Industrial scene which this year observes its centennial anniversary.

researchings of the refining engineer are adding a new glamour to "black gold."

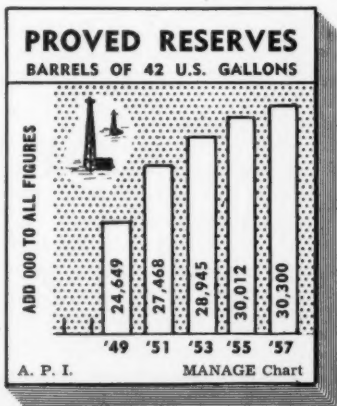
Following a gloriously eventful century of outstanding achievement, the industry is not without its problems. Essentially they include the old standbys of *prices, supplies* and *taxes*. In the January issue of the *Petroleum Engineer*, several industrial leaders inferred or outwardly agreed that there exists a great need to prevent gasoline excise tax increases. Heavy imports of crude oil have taken their toll of domestic operations and, as a result, profit margins may continue to fall (to fall below the 11.7 per cent of 1957, means trouble).

Over-supplies create problems

Costs, therefore, are major factors in the industry and are plaguing even the largest of the nation's oil companies. Development costs have been rising at a rate which is far out of line with crude oil prices. Basic cause of price weakness is the world's over-supply of oil. Over-supply has caused much Washington chit-chat and there are current legislative possibilities which would dictate crude oil production.

Surpluses and substantial imports have tended to make serious unbalances in demand. Such conditions often bring about government controls, something the industry does not want. Outcome of possible legislation could very well pitch a fast curve to the industry.

The crude oil product worth which now stands at about \$20 billion is compared with gross annual industry sales at about \$60 billion. These are round figures, but they represent a large segment of America's industrial pattern, and are particularly significant to the mass of people whose



lives are centered in the petroleum industry. The influence of crude oil and natural gas liquids will be felt for many years to come and will be playing important roles in the area of nuclear energy.

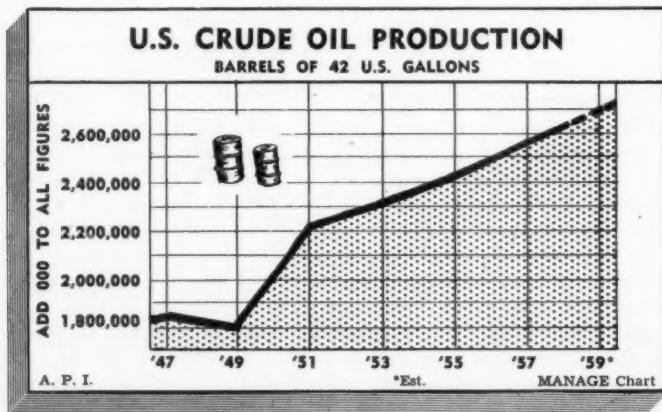
Part and parcel of the petroleum dilemma is natural gas. Although a by-product, natural gas constitutes a vexing and perplexing problem. It is produced by the industry and is too valuable to be ignored or wasted. But when it is channeled into the energy market it frequently displaces oil, which returns much more revenue to the industry. Efforts to alter the situation are sometimes frustrating.

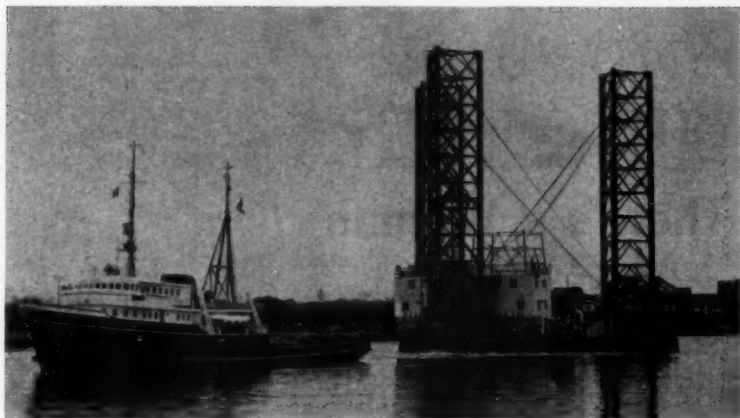
The latest wrinkle in the liquid gas tangle is the recent shipment of liquid methane to Britain. This supply, shipped from Lake Charles, La., will bring natural gas to Britain at less than one third the cost of manu-

factured gas now used in London. The implications are widespread, opening up a vast new market throughout the world, with a very decided effect on the domestic front.

To transport methane, means maintaining the liquid at a temperature at or below methane's vaporization level of minus 260°F. A specially designed tanker made the voyage, and if proved economically feasible a new shipbuilding program could be in the offing. Tankers must be equipped to maintain storage tanks at the minus 260°F level but without coming in direct contact with the steel hull. Extreme low temperatures make steel brittle and breakable. Present tanker construction, refrigeration and insulation techniques are certain to be challenged.

On the management scene of this 100 year old industry, MANAGE





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found a history of progress in leadership abilities. Nevertheless, like most all other segments of American industry, there is still prevailing here a gap which seems to separate areas of management. Responsibilities and authority is spelled out in definite patterns, but first-line supervisors (foremen) show a lack of appreciation for top management's problems. The reverse is also true, that top brass often fail to recognize the needs and situations at the other end of the management ladder.

However, this lack of communication was explained by one oil executive who claimed that, "The tremendous growth experienced within the industry has kept top management concerned with a vast number of problems. These problems have stemmed from a score of different areas, the least of which has been actual pro-

*After nine months of drilling activity in the Gulf of Mexico, this three-legged offshore platform began a 10,000-mile voyage to the Persian Gulf. Upon arrival, next month, it will become the first platform to drill on a contract basis in that area of the world. The rig was signed for a two-year period by the Arabian Oil Co., a Japanese firm with headquarters in Tokyo. The rig was built for the Reading and Bates Offshore Drilling Co. of Tulsa and will be operating in waters up to 100 feet deep.*

duction." Production engineering has made tremendous advances throughout the industry as has the chemical engineering of hundreds of significant by-products created from basic crude oil.

As mentioned earlier, imports from foreign fields have played a tremendous role in the growth of the industry and have played an important part in the nation's international relations.



## There's a Woman . . .

**behind every successful man!**

*by "Margie"*



Sooner or later all wives come to grips  
With phenomena known as his out of town trips.  
A good wife can speedily catch the alert,  
Produce in a twinkling the needed clean shirt,  
The freshly pressed suit and mirror-shined shoes,  
And know just exactly which undies he'd choose!

### **Meanwhile, back at the office . . .**



His secretary is typing like mad,  
And taking dictation, one full complete pad.  
He has to get all his pressing work done.  
You think cleaning up all this desk work is fun?

The poor girl is also awfully busy  
And TWA, had them all in a tizzy,  
Phone calls come merrily in from the Coast,  
Boss and client compete to see who calls most.

When he's finally off on his nonchalant way,  
Both wife-and gal Friday, a trifle more gray,  
Know that they can relax for a moment or two,  
At least, til his long-distance calls are put through!



# INTEGRATION IN INDUSTRY

*A special  
MANAGE report*

**I**NTEGRATION OF AMERICAN WORKING FORCES has been receiving substantial attention across the country. The race issue has been distorted by everyone who is willing to talk about it. Politicians, school systems and industrial leaders have all had their say; at least those who have openly taken a stand one way or another, have had their say.

Since the war, the issue has become a hot item of debate either in the north or south and the resulting general confusion has made for unwarranted bitterness.

Publicity seekers have all made their mark and have gained what they set out for, *publicity*, adverse or otherwise. However, there are many instances where the race issue has been handled with humane care and has cleared the air of undesirable sensationalism and bitterness. A case in point is North American Aviation, where whites and minority groups enjoy similar privileges of work and reward.

At International Harvester's Memphis plant, for example, Negroes fare better there than they do in comparable southern industries or in the country as a whole. The successful racial integration at Interna-

tional Harvester Co. was reported in a recent issue of "Industrial and Labor Relations Review." The article, written by Prof. Robert Weintraub, deals with many of the problems and cites that the average pay for whites is substantially higher than that of Negroes; however there are considerably more whites employed in skilled jobs.

The Department of Labor, in its report, "Our Manpower Future", suggests that, "numerically our manpower reserves will still be adequate in 1965, but there is serious question whether the individuals in the work force will be qualified to perform the work required. It is quality, not quantity, about which we should be concerned."

In a specially prepared speech nearly a year ago, J. H. Kindelberger,

chairman of the board at North American Aviation, made the following observations:

**A**LL THE POLICIES AND PRACTICES which we follow in our company, including merit employment, are adopted because we believe in them. We believe in the concept of equal job opportunity, not merely as a matter of principle, but as a matter of business common sense.

The only way we can accomplish our objective is to make use of every bit of skill and knowledge available to us. It would make little sense to let the color of skin deprive us of needed skill and knowledge. It would be wasteful and uneconomic to restrict our choice of workers to people of any given creed or color. If we hire on the basis of anything except an individual's qualifications for performing the job, then we artificially reduce the size of the labor pool available to us, and foolishly put ourselves under a handicap in our competition with other companies. To sum up, we believe that non-discrimination in employment is simply good business.

Insofar as the problems of integration are concerned, let me make it clear that North American has no unique formula or technique for overcoming prejudice and eliminating friction. Perhaps the most remarkable thing about our integration technique is its simplicity.

We have a firmly established and well publicized policy of integration.

Our implementation of the policy does not differ from the implementation of other policies. Our approach does not have the spirit of a crusade; we simply make it clear that in hiring and promoting workers only one thing must be considered—the ability of the person to perform the job. A job opening must be filled by the most competent applicant; a promotion must go to the most competent employee available for it. Our policy of non-discrimination is just that, and nothing more. It does not include discrimination in favor of a minority any more than against it. It does not mean that all members of such groups who walk into our employment office will be hired.

In making our policy of non-discrimination effective, it was necessary to demonstrate to all supervisors and employees that we really meant it. We began our demonstration of sincerity by hiring Negro clerks in the employment office. Some members of our organization felt that this might be a mistake because of the possible objection of applicants from Southern states who came in contact with our employment office staff. This fear proved groundless. In fact, at this time one of the Negro girls in our largest employment office is chief clerk of the employee sign-up section. All the girls working for her are white.

We certainly do not deny the existence of prejudice. We have made it a point to foresee, as best we can, the possible sources of conflict or em-

ployee dissatisfaction, and have taken certain precautions. When a member of a minority race is put on a job where only white persons have worked before, we are careful to select a person possessing the highest qualifications. We prepare the work group in advance for the integration of the new worker. We discuss the policy of non-discrimination as fairly and factually as we can, without emotional overtones, pointing out that the minority group workers must meet the same standards of job performance as everyone else.

Many groups have expressed interest in the number of non-whites working for our firm. In this connection I want to emphasize that we do not attempt to control, nor are we especially interested in, the ratio of minority workers in any plant, department, or job classification. Percentages have no relevance when hiring is done on the basis of ability. It would be a hopeless burden, and actually contrary to the principle of equal opportunity, if we were to be guided by racial quotas or proportions in filling any job.

With us, integration has been no accident. We place job orders for openings at all levels with the California Department of Employment, which has a very strict policy of non-discrimination in referrals; we place orders with the Urban League. We recruit engineers and other professional employees from both Caucasian and Negro schools in all sections of the country.

It would be appropriate to cite a few examples of responsible positions held by representatives of various minority racial groups.

A Negro with a degree from Portland University, is a top flight engineer in one of our airplane divisions.

A Chinese engineer with a degree in applied mechanics from Cornell University, is a senior research engineer specializing in aircraft structures.

A Negro with a Master's degree and working on his Ph.D. in math at Southern California, is a matrix consultant for us and works on vibration and flutter problems.

A Japanese whom I happen to know personally, because for years I've been buying plants from his mother who is in the nursery business, is one of our fuselage design engineers.

A Negro with a Master's degree from Purdue, is in charge of a large rocket test stand in our Rocketdyne Division, directing the activities of test engineers and mechanics.

A Mexican with a degree in aeronautical engineering, is a structures engineer now earning a salary more than double what we paid him when he started as a draftsman five years ago.

A Negro with degrees in chemistry and math from Howard University, works with complex mathematical problems to feed into the IBM 702 and 704 computers.

Included in our heterogeneous

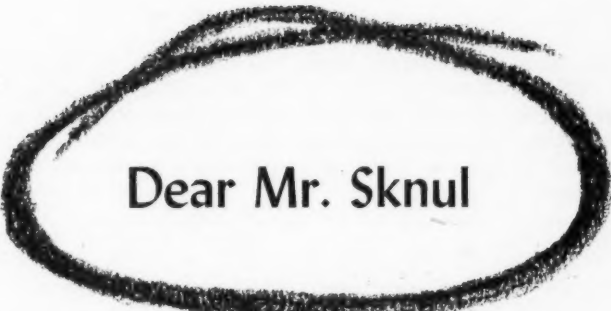
work family are many Indians. Several years ago the United States Bureau of Indian Affairs asked us to cooperate in its program of depopulating overcrowded Indian reservations through greater industrialization of the Indians. Since the beginning of this project we have employed several hundred straight from the reservation, in all types of jobs. We have had some problems, of course.

When we first started bringing them from the reservation, they came one at a time and some of them became homesick for their families and went back. We then began bringing them in as family groups. This enabled the newcomers to settle into the new community life without the loneliness and unhappiness that was characteristic in the beginning. Among the Indians who came to us were members of the Navajo and Papago tribes, many of whom could not speak English.

To show you that Horatio Alger might still make headway in modern industry, I would like to tell you about a Negro who came to work for us as a janitor in 1941. He had no industrial background—his only experience had been as a chauffeur, houseboy, and waiter. After coming to work for us, he took courses offered by the company, on company time, and many other courses after hours on his own time under the company's educational reimbursement program. Within a year he was

promoted to the job of electrician in the maintenance department and was eventually made a leadman. He continued his studies in electronics and basic management, and was promoted to foreman of electronics equipment maintenance, where he now supervises both colored and white personnel. It is interesting to note that, at his last promotion, two department heads were competing vigorously for his services because they knew he was best qualified for the job.

There are many good jobs open today to members of minority groups, but they remain unfilled because of the lack of qualified applicants. Industry must take some of the blame for this situation because of its failure in years gone by to encourage non-whites to qualify themselves for higher level jobs. Parents, teachers, and counselors must also share the blame. In the past they have unwittingly discriminated against minority youth by advising them against careers in fields which they felt would not be open to them. Perhaps, in view of past circumstances, their failure to visualize future job opportunities was excusable. But with today's urgent needs for qualified workers, we must all realize that we can no longer tolerate this lack of vision and consequent poor guidance. Counseling with vision is necessary to develop the capacities of our youth and direct them toward the ever-expanding job horizons.



# Dear Mr. Sknul

by L. K. Sknul

WHEN THIS MAGAZINE PUBLISHED a few months ago some of my replies to reader's management problems, I thought this would be the end of the matter. But my mail has tripled in volume as a result, and I feel I should answer herewith some of the more pressing questions thus brought to my attention.

*Dear Mr. Sknul:*

*Your a management xx adviser and I thout mabe xx could help me. Im x a secretary but x have a terrible xx time holding jobxx. Like the last one x I was x employed on for instanse. I only xx had been their 3 days when the xxx boss gave me my 2 weeks x pay just like that he fired xx me. I dont no why it is? I try to get along with xxxx xxxxxx people and think x I do very good. xxx But xx I dont last at all on xx jobs. Cant you give me some advicex?*

*Sincerely Yours:*

*Unemployed secretary:*

Dear Unemployed,

Getting along with people is unfortunately not the only prerequisite for a job. Other factors are sometimes just as important. What about your personal appearance? Do you

take care with your dress? Are your fingernails always well trimmed and is your hair neatly combed? Executives today expect above all to have a secretary whose appearance is an asset to the firm. Try sharpening up your looks and you may have better success.

*Dear Mr. Sknul,*

*I wonder if any of your readers know the remainder of the poem that begins:*

*"You gently light her cigarette,  
"Placed beneath her upper lip. . . ."*

*Signed,*

*Poetry Lover*

Dear Lover,

I wish you people would not keep getting me mixed up with other columns in other magazines. This is entirely out of the management ballpark, but I do happen to know the

last two lines that complete this poem. It goes as follows:

"You smile at her because you lit,  
"The end that has the filter tip."

I hope that this will be the last of such requests.

Dear Mr. Sknul,

I am wondering if you can give me some very personal advice. I was until recently employed as a car door slammer by an automobile manufacturer. My job was to slam the doors of test model cars to see if they had that "big car" sound. Unfortunately I have been replaced by an electronic device that automatically slams the door and instantly analyzes the resulting sound waves. So I am presently looking for work. Do you have any suggestions as to where I could put my talents to work?

Hopefully yours,

Ex-slammer

Dear Ex-slammer,

You are not alone in your problem. Hundreds of men face similar technological unemployment every year. You must brace up and realize that there are still markets for your skills. Every year more and more emphasis is being placed on product sounds. A major ginger ale manufacturer recently spent thousands of dollars analyzing the sound of a bottle opening in an attempt to make the noise identical with that of a popping champagne cork. The cereal industries might be one place to try. A friend of mine makes over ten thousand a

year as a crackle analyzer for a breakfast food firm. The peanut packing industry is snapping up good crunch men right and left. I'm sure you'll have no trouble finding another job.

Dear Mr. Sknul,

When I read that letter in your column in the October issue about ELSA the computer who fell in love, I knew exactly how she felt. But for me there can be no solution. For I am only a human being and love wonderful LINDA, the Linear Interpretative Non-Digital Accumulator in the plant where I work. I can never hope to win her love. She is so perfect. With her Automatic Checking Circuits she never makes a mistake. But the programs I write for



"Could you make that 15 cents?  
Seems only fair to get time and a half  
on holidays."



*her are always in error. She finds my mistakes and with a gentle whirring of her automatic printer tells me how to correct them. How can I hope to win the love of a creature so perfect?*

*With a broken heart,*

*Desolate Programmer*

Dear Desolate,

Get hold of yourself, man. This LINDA is not all she pretends to be. I have checked with some of the Computer Engineers of my acquaintance and they told me some pretty shock-

ing things. Did you know that the LINDA installed at the Thin-Tin Auto Parts Company in New Jersey shortchanged the employees when she printed their paychecks? She did it so cleverly that she was not caught at it for two years. Did you know that your particular LINDA spent an entire weekend alone with a repairman before she was shipped? Do not waste your love on such a creature. There are others more worthy of your affections.



Dust, dirt, lint and water are scooped up by a unique "spin-dry" eliminator wheel in this industrial air conditioner shown opened for inspection. Long-stemmed spray nozzles within the stainless steel fuselage create a hurricane of water to capture foreign matter and maintain control of air temperature and humidity. Rotaspray Weathermaker, by Carrier Corp., Syracuse, is one-third size of conventional factory air conditioning equipment.

# ROME



*by Henry John Colyton*

ANYONE WHO STUDIES HISTORY keeps hearing curious echoes. . . . "The Romans were a rough, tough, hardy people," says the history book. "And because they could unite for the common defense, to touch one was to touch all.

"They fought against a huge, long-established power, and, incredibly, won. Conquest forced them into more responsibility. They were torn for a bloody interval by civil war. They grew rich, enormous, unwieldy. They were taxed and taxed. Bureaucracy flourished like weeds where once there had been sturdy personal independence. And in the end, they were overcome by those upon whom they had looked down in scorn as barbarians."

Hear the echo? It is profitable and prudent to study history. It is also rather frightening.

About 700 years before the birth of Christ, when the Assyrian was coming down like the wolf on the fold, and a restless drive for trade was scattering Greek ships all over the Mediterranean, a gang of rough Northern tribesmen squeezed through the Alpine passes and descended into the pleasant plains of Italy. They found the country inhabited by a rowdy gang of mountaineers called Sabines, and a more cultured race, living by the seashore, known as Etruscans.

The invaders staked out a claim to a locality distinguished by seven little hills and a river which could be

waded over if you knew the right place. They called it Rome.

It was a good trading place, and prosperity came quickly. The neighbors were not friendly, and plenty of fights and skirmishes took place before things settled down. The early Romans were highly acquisitive. They helped themselves to everything, from the neighbors' daughters to their gods and legends. In the end, the tribes became thoroughly mingled. Rome was a true "melting pot," and the pattern was established early.

And it was at this early stage that the Romans showed a significant tendency — a trait of tribal character which was to make them masters of the world in the end. Egypt, Assyria, Babylonia and Greece had no use for "foreigners." They were mere barbarians—to be whipped in battle and sold into slavery. The foreign population of Athens, which included some wealthy and intelligent people, prudently moved out when an invasion threatened. They were no part of the city. But Rome gave outsiders the chance to be allies and fellow citizens. And the outsiders, glad to have such a strong ally, joined willingly and fought loyally when the commonwealth was threatened.

Here was a new idea in the world. And it paid dividends on two occasions when Rome was invaded. When the wild Gauls from the north forced their way into Italy nearly 400 years before Christ, they drove all before them. They camped in the

*This study of Roman history provides some frightening echoes.*

.....

market place—the Roman Forum. They expected the people to sue for peace. Nothing happened. The conquered ignored the conquerors, whose supplies began to run short. After a while, they left. The same thing happened when Hannibal, a keen, brave, cultured general from mighty Carthage destroyed one Roman army after another in his invasion of Italy. It looked as if all was lost. But, sniped at by the guerillas of the Roman general Fabius Cunctator (we would have called him "Old Slowpoke") unable to get supplies, surrounded by sullen enemies who showed no desire to fraternize or submit, Hannibal finally pulled out, defeated.

The victory over Carthage established Rome as a world power. For Carthage had been the most formidable nation on the Mediterranean. Immensely wealthy from her Spanish silver mines and her prosperous trade, she watched from the palm trees of northern Africa the steady growth of the busy little city on the Tiber. Rome and Carthage tangled first in a vicious sea war for the possession of Sicily. The Romans were not natural sailors, the Carthaginians were. But the Romans had flexible military tactics and were quick learn-

ers. They used a boarding bridge to decant yelling, heavy armed infantrymen to the deck of a hostile ship. Carthage lost Sicily.

There were three wars with Carthage—the so-called Punic wars. At the close of the third, proud Carthage was utterly defeated, and the Roman army moved eastward to mop up her allies in Asia Minor and in Greece.

The victory had a tremendous impact on Rome. Slaves and loot poured into the city, now the ruler of the whole Mediterranean Sea. It was amazingly easy for hardy Romans to get used to soft cushions, and easy living. Delicate food prepared by slaves took the place of the good old-fashioned cabbage and sausages of their ancestors. But the victory brought with it a very real danger. The Roman citizen had neglected his fields to fight his country's battles. When he came home and went back to work again, he found that his wealthy neighbor, driving miserable war captives like cattle, could produce grain very cheaply and flood the market.

Discouraged, the sturdy independent farmers gave up the unequal struggle and emigrated to town, where they and their families starved along between circuses and festivals, part of the Roman mob which had to be placated and contended with by every ambitious politician.

Rome's government was unique. Early in her history, she had rid herself of kings, and the government was in the hands of a group of tribal

elders—"senex" was the Latin word—called the Senate. They were a tough bunch of reactionaries, jealous of their power. The executive end of the government was carried by two consuls. A written code of law had been early established. Under this code, two tribunes, city magistrates elected by the people, defended the ordinary people against the Senate and the nobility.

Now, when lines of battle seemed to be drawing up between the rich generals and their sticky-fingered friends and the poor men who had borne the brunt of the Carthaginian wars, attempts were made to bring about land reform by restricting acreage. The two famous brothers, Tiberias and Caius Gracchus, made a strong attempt to right the wrongs. Both were murdered by thugs hired by the rich landowning class. The

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*"I think you'll like working here . . . this is coffee."*

fight went on and developed into a bloody civil war. Sulla, the leader of the landowners, was consul. When he led an army into Asia to squash a rebellion, Marius, the leader of the freemen, seized his chance and Rome as well. He killed off thousands of his enemies, was elected consul by the terrified Senate, and died of excitement. Sulla, coming back from Asia, turned the tables, and for four years ruled Rome as dictator, with all the cruelty and slaughter which usually attend dictatorships.

It was time for the vigilantes to take over. Pompey, a friend of Sulla's who had brought the Asian rebellion to a smashing triumph, was one. Crassus, a fabulously rich nincompoop, was the second. The third had been governor of Spain—a cold-eyed, brilliant man—Julius Caesar.

Caesar had been on the side of Marius, the citizen's friend, in the late civil war. Pompey represented the other side. Their uneasy allegiance lasted until Caesar, leading an army northward, smashed a revolt in Gaul and came back to Rome a victor. Pompey fled, and the Senate was defeated. After mopping up the rebels in Egypt and elsewhere, Caesar stood in solitary glory, dictator for life, ruler of the Roman world.

He was a remarkable man. Thin, balding, shaken by epilepsy, he was incredibly gifted. A superb general, whose tough soldiers adored him, he instituted reforms to help his veterans and the down-trodden free citi-

zen class. He set up a public works program to help the unemployed. He promoted the best men to high rank, discounting pedigrees and social standing. He legislated against luxury and taxed the unruly big financial corporations. In his spare time, he reformed the calendar and started the first newspaper—a kind of bulletin publication, "Acta Diurna"—"Daily Doings."

The Senate found itself reduced in power to something like a city council. They plotted against the gifted reformer—who likes a reformer?—and stabbed him to death.

Anarchy followed the murder. Antony, loose-moraled but loyal to Caesar, and Octavius, Caesar's grand-nephew, slugged it out for possession of the dictatorship Caesar had vacated. Antony wasted too much time and energy making love to Cleopatra, queen of Egypt, whose fleet deserted him when he needed it most. He committed suicide in defeat in the approved Roman style. Octavius, victorious, assumed the title of "Augustus" and all the top jobs available. He was consul, censor, high priest, general of the armies. He was dictator for life. You could translate "Augustus" as "The Boss."

Augustus, while not the brilliant soldier his uncle had been, was gifted as an organizer. He settled the rioting Roman world, improved the lot of conquered territories by giving them roads, bridges and civilization, taxed capital and legacies, and pleased the John Q. Public of the

time with "bread and circuses" (free groceries and entertainments).

The old Roman republic was dead, and it never revived. But before it died, the character of the Roman citizens who were its bulwark had decayed. The best young men had been killed off in the wars. The rigid standards of morality had relaxed. Rome was full of handsome temples to the gods of half the world, but her citizens of the more intelligent class were cynically without faith. The Roman legions, superb fighting machines that they were, were composed exclusively of hired hands who formed closed corporations in favor of their pet generals.

#### **Now the dictators—**

The age of dictatorship had arrived. Augustus was a competent dictator; he was followed by others whose characters varied from the saintly Marcus Aurelius to the unspeakable Nero. Dictators, benevolent or otherwise, can never truly enjoy life. In order to assure security, the emperors murdered wives, sons, brothers. In turn they themselves often came to abrupt ends. Of the 50 emperors who ruled Rome during its first three centuries, 37 were poisoned, or stabbed, or beheaded, or else committed suicide. Nero tried the suicide act, but was so reluctant to follow through that an officer had to help him out.

Once safely dead, the emperor was worshipped as a god. Augustus started the custom and it continued

as a kind of patriotic formality, like our saluting the flag. The emperor Claudius, a scholarly recluse who was boosted into the throne of empire by the powerful Praetorian guards, managed to crack wise about the custom as his breath failed him. "I think I am becoming a god," he murmured.

While all these emperors were succeeding each other and coming to violent ends, who was running the empire—the known world of its day? The Roman empire enjoyed a civil service program which kept on functioning no matter who occupied the throne of Caesar. Roads were kept in repair, police guarded the imperial highways, grain was doled out to the Roman masses.

As time went on, the Imperial administration intervened more and more in the life of the community and became increasingly expensive to run. Taxation was increased to the intolerable point, and private enterprise ceased to function. The mines were nationalized, cloth was woven in state factories, and a kind of national bank for land purchases was inaugurated. To control the national economy, the administration forbade export of cereals, wine, oil and military weapons. To check overproduction, it ordered vineyards uprooted. . . .

Anyone who wants to can learn from history as he hears the echoes from the past. Rome's money values declined. Her luxury-loving people demanded Eastern goods—silks and

perfumes. These had to be paid for. The gold and silver reserves drained away. And meanwhile the restless Northern barbarians began to look over the battlements that Rome had erected to guard the Empire from Britain to the Euphrates.

The Roman legions of foreign mercenaries were often of the same blood as the barbarians they were supposed to fight, so fighting could not help but lack enthusiasm. The barbarians began to bulge through the boundaries. When the Roman tax collector moved in on these hardy lads and their families, they moved in return—right over him and into Rome.

Wave after wave of fierce tribesmen swept over the magnificent city. The remnants of government fled to the east to set up a new Empire at Constantinople, while hairy barbarians set up housekeeping in the rich villas. The Roman roads decayed, commerce ended and so did the Roman civilization in the West.

And the curtain of the Dark Ages shuts down on the glory that was Rome. Where the trumpets of the Roman legions had sounded along defensive walls, battling savages howled. Grass grew in the ruined palaces of the Eternal City, and the sacred fire of Vesta, the goddess of hearth and home, had long burned out.

It looked as if civilization, so slowly and painfully built up since the days of the ancient Egyptians, might be on its way out.

Two forces can claim credit for saving the little that remained. One was the Eastern empire. A rough and ready chap named Constantine, one of the later Roman Emperors, had established the new capitol at Byzantium at the straits of the Bosphorus, and renamed it Constantinople. There the Roman civilization, somewhat corrupted and tainted by eastern associations, found a home, and for hundreds of years thereafter controlled trade with the East and prospered.

The other saving force was the Christian church.

You remember that Rome had been very tolerant of religions. She cheerfully borrowed other people's gods, and anyone could worship as he pleased—so long as he did perfunctory homage to the Emperor, who, you recall, was worshipped as a god. This the early Christians stubbornly refused to do. They met the same rough reception which has greeted some of our own religious sects who refuse to salute the flag. These early Christians were poor, many of them slaves. Yet sustained by their faith, they underwent martyrdom so eagerly that their oppressors wondered at them. Maybe there was something in this Christian business, after all. . . .

Oppression became toleration, toleration changed to respect. The dying empire became Christian. And, borrowing the organizing ability of Roman government, the Christian church set itself up a workable struc-



ture, with the Bishop of Rome at the head, which was to ride out the Dark Ages into the light of a new world.

When it came to culture, the ancient Roman was a good soldier. He could copy the Greek originals in art, literature and sculpture, which he admired very much. It was fashionable to speak and write in Greek. Greece in Roman times was full of Roman tourists, sopping up culture. The Greek scholars might sneer, but Rome managed to transmit the flower of Greek civilization to the future.

But the Romans were hard-headed, practical people. They might imitate Greek statues and temples, but nobody surpassed them at the practical crafts of masonry. The Roman arch and the Roman dome survive to this day. Roman bricks, Roman roads remain to tell of the hard-working, well-disciplined Roman armies who built roads and camps wherever they marched.

Solid as their masonry was the Roman ability to organize—to determine who would do what when, and who would be responsible to whom for what. It was through this ability that Rome ruled the world. She had a love for order and uniformity. It showed in the technique of her laws, in the way her government was systematized. Laws regulating coinage of money, taxation, and commerce come down to us from Rome. The postal service had its start under Augustus, and postal service employees of now and then

would probably feel perfectly at home, after a few jerks and wabbles, in either age. Roman law is the basis of our own law codes. Is it any wonder that law students today need at least a nodding acquaintance with the Latin language?

And no matter how we may feel about Latin, after a brief exposure to it in high school, we must give it credit as the great vehicle on which Roman civilization has sent its messages to modern times. The Greek that was so fashionable in ancient Rome traveled eastward with the remains of the Empire. And through the western world, during the Dark Ages, we can see the heathen hordes, becoming less heathen and trying to get along with the new neighbors, speaking a kind of Latin. Its grammar was mutilated, its vocabulary studded with foreign particles in a kind of hinky-dinky parley-voo fashion, but those who spoke it could pass remarks about the weather and the state of the crops without fights breaking out.

Thus came about modern Spanish, French and Italian, and, through the later Norman Conquest, modern English. But for centuries Latin remained the universal language of scholars, saints and scientists throughout the civilized world. And even today, from Belgium to Buenos Aires, the ceremonies of the Roman Catholic Church, and the incomprehensible squiggle the doctor makes on the prescription pad bring health, it may be said, to soul and body through the medium of the Latin language.



## ACT ON FACT

by James Black

**T**HE TROUBLE WITH JOHN PATTON (name fictitious) was that he was an "almost" man. A good workman, technically competent, for nearly 20 years he had been a dependable employee of a certain manufacturing company. He could be counted on to give an adequate, if not an outstanding, performance on his assignment. His patience, his day-to-day reliability, finally paid off. A supervisory job opened up; John Patton's management decided to make him a foreman.

It must be admitted that one of his superiors had deep misgivings.

"John Patton is 48 years old," he argued. "He has 20 years seniority. It is true he has always done a good routine job. He is simply an order-taker. Not once in my relationship with him have I seen him make a move on his own initiative. I think we would make a serious mistake if we promoted him to management."

This objection was given considerable attention, but finally Patton's department head made a decision.

"Patton deserves his chance," he said. "You are right—he is 48 years old. You are also right when you say he has never had leadership responsibility. But men often grow when they are faced with new challenges. If we give John this opportunity we may be surprised at the ability he shows. Moreover, the job we are offering him carries no great

responsibilities. What we want is a man who has a thorough knowledge of the department's work. Patton has that. We also want a man who can train the younger employees. John should be able to do that. Even if he doesn't make good we have little to lose. We can send him back to his old job."

### No new tricks for one old timer

That's how John Patton became a supervisor. "After 20 long years," he thought, "my abilities are finally recognized. I am part of management."

But, somehow, things didn't work out for him. Very quickly it became evident that Patton was out of his depth. He lacked the personality, the air of command he required to give proper direction to the people in his charge. His planning was poor, his discipline lax, and morale dropped. John Patton, try as he might, could not coordinate the efforts of his em-

ployees and translate them into solid accomplishment. The men did not respect him. They took advantage of his vacillating, uncertain leadership and flouted his authority.

Management recognized its mistake. Still, the company wanted to give John Patton the benefit of every doubt. After all, he had not asked to be a foreman. It would be unfair to judge him too harshly or too soon. His superiors did everything in their power to give the employee the training he needed to do his job of foremanship successfully, but it was no use. Patton simply was not a foreman and never would be. He was unhappy, frustrated and thoroughly miserable. His department head was forced to act.

"John," he began, "I can see you are not happy in your work. Perhaps you would prefer to be relieved of supervisory responsibilities and return to the job you did so well. You are a competent and valuable employee. But there is a difference between doing things well yourself and telling other people how to do them."

#### **A blow to Patton's pride**

This was a heavy blow to Patton . . . although he had known it was coming. It hit him where it hurt the most . . . right smack across his pride.

"I don't think that's fair," he retorted. "If I returned to my old job everybody would know I was a failure. You might as well fire me.

Please give me another chance! I'm sure I can improve."

Patton's boss was a very human man. He could understand his subordinate's point of view.

"All right," he compromised, "you get one more chance. If you can show me during the next 30 days you can do a foreman's work, I'll keep you in the job. I want to give you every break. But I must also think about the good of the organization."

If anything, John Patton's performance was even worse during the weeks that followed. The pressure of the situation told on his nerves and he went off in more directions than a four-way cold tablet. At the end of his probationary period the axe fell.

Patton was ready. "Sir," he said to his supervisor, "you did everything you could. I didn't make the grade, but I like the company. It's the only one I know. Please send me back to my old job. I don't want to seek employment elsewhere."

#### **A changed man—**

Patton was reclassified. But somehow when he returned to the shop, an ex-foreman, things didn't seem to be the same for him. He was bitter; a changed man who fancied other employees were laughing at him. He became morose, sullen and uncooperative. To excuse the inadequacies that had caused his failure as a foreman he began to criticize supervision. His tongue was so sharp that

frequently his behavior bordered on insubordination. Worst of all, his attitude began to affect other employees. The company decided to take steps.

Patton was given a written reprimand. It stated boldly that his poor attitude toward the company and its supervision, as evidenced by the tales he spread to undermine the confidence of employees in their foreman, could not be tolerated. He was also cited for his lack of cooperation and informed that if his conduct did not improve immediately he would be subject to discharge.

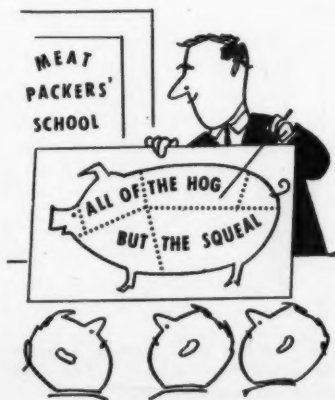
The reprimand had only a temporary effect. Within a few months Patton received a second written warning saying, "Your habit of cir-

culating false and malicious reports about supervision must stop. Nor will we put up with your constant interference with the orderly routine of the work of your department. If you do not instantly correct these habits you may be subject to immediate discharge without further notice."

#### The grievance is filed—

This warning laid it on the line. Patton should have realized his company was playing for keeps; that he would risk his own job if he did not improve his attitude and his behavior. But perhaps his misfortunes had so warped his thinking that he could not really believe he was gambling with his future. "John Patton fired! After 20 years of loyal service!

## All . . . but the squeal!



Among those segments of the American industrial scene which have received world-wide reputation for mass production methods and efficient utilization of all parts of the raw material, stands the meat packing industry. As a matter of fact, the industry boasts that it utilizes . . . "all but the squeal."

According to a Twentieth Century Fund study, it is said that Henry Ford planned his entire automobile assembly line technique after the operation of the Armour Co.'s conveyor system.

Who is kidding who?" he scoffed. No! John Patton did not change.

Came the third and final notice. It stated, "You will be given one week's lay-off for disciplinary reasons. Your company has taken into consideration your seniority and your years of good performance in fixing this penalty. Had another employee of less service been guilty of actions such as yours he would have been summarily dismissed. We hope you will profit by this experience and return to your job in a better frame of mind."

But John Patton did not see the justice of management's action. He believed this was simply one more instance of the company's determination to humiliate him. He filed a grievance. At length it came before an arbitrator for decision.

The union fought vigorously in behalf of its member.

"John Patton has 20 years' seniority. His technical ability and job competency are not questioned by the company," it argued. To substantiate its position it introduced many witnesses—all hourly employees—who testified that Patton was always cooperative; that he enjoyed pleasant relationships with supervision—even one foreman who had formerly served as his helper.

The company countered with witnesses of its own. They attested to Patton's practice of talking in a derogatory manner about his supervisors and interrupting the work of fellow employees. The company proved its point so conclusively that

even Patton had to agree that his unsatisfactory attitude had been repeatedly called to his attention.

Patton's immediate supervisor told the arbitrator that other foremen had given him first-hand reports of malicious statements made by the employee about them, and about the operations of the department. The testimony was so overwhelming that the union did not attempt to challenge it. Rather, Patton's defenders relied on his seniority, and admitted job ability, to win the arbitrator's sympathy. They charged bias and discrimination to shore up the obvious weaknesses of their case. But the defense was not convincing.

### The decision

The arbitrator shook his head.

"It is most unfortunate," he observed, "that arbitration is required



"You couldn't have picked a better time to ask for a raise . . . I've never been in such an ugly mood."

in a case involving an employee of 20 years' service. The grievant has the technical ability to do his job. He is a man of intelligence. It is difficult for me to see how a situation of this kind could have developed. Industrial and human relations have failed.

"The fault in this case does not lie wholly with the employee. Management made mistakes; mistakes it is beyond an arbitrator's power to correct or authority to judge. It is true, Patton was warned many times about his unsatisfactory behavior. In the record there are copies of the two letters of reprimand that preceded the written discipline notice. Therefore Patton cannot claim he was not advised of the consequences of his behavior. He chose to ignore these warnings and to continue his inexcusable conduct.

"But the company also made errors. In its desire to be liberal it leaned over backwards. For a long period of time it condoned the mutinous conduct of an unhappy and disloyal employee. We do not concur with this liberality. Supervision owes a duty to all employees. It must be firm and insist upon compliance with its orders. Failure to do so is frequently a contributing cause for future offenses.

"The company contends it is justified in the disciplinary actions that it took under the labor agreement it holds with the union. That is true. If Patton's penalty had been dis-

charge, management would have been justified. In the light of the offense, his discipline is actually very light. My only comment in denying this grievance is that the employee should have been punished long before his behavior became so flagrantly intolerable. Had this been done, an unpleasant situation, in fact, a series of unpleasant situations, could have been avoided."

#### **Lesson for management—**

John Patton returned to his job at the end of his disciplinary lay-off. He gave assurance in writing that he would work in a normal and satisfactory way. He was also told that any lapse in his behavior would mean instant discharge. Perhaps he learned his lesson. We can hope so.

More important, we should hope that supervision learned its lesson, too. You do not have to be a psychologist to spot the cause of John Patton's bitterness. He had been promoted above his ability. He failed in his assignment and was demoted. Probably he actually preferred the old job to the responsibilities of leadership, but he could not stand the loss of face that accompanied his downgrading. He could not admit he was not qualified for the position he had lost.

But the supervisors involved in the Patton story failed to understand their responsibilities and promoted a man who, by their own admission, lacked many of the qualities so necessary to success in foremanship. Ap-

parently they did it for sentimental reasons, but an assignment in leadership is not a reward for faithful service. It is an opportunity in executive command. It should go to men qualified to hold it.

When Patton failed as a supervisor his superiors hesitated to demote him. Their sympathy was understandable, even commendable. But they put the interests of one man above the good of the organization. They continued to do so even after Patton had resumed his former job. Apparently they allowed him such an extraordinary license of behavior he believed he could do just about as he pleased without any retaliatory action.

Why did they do this? Perhaps they had bad consciences. "How can we punish Patton? If we had left

him where he was, the trouble would never have happened," they may have thought. But two wrongs don't make a right, and mistakes in judgment must be honestly faced and courageously corrected, even when it hurts. Patton should have been returned to his job or dismissed from the company as soon as it was evident he was incapable of holding a job in supervision. If the former course had been taken he should have been brought up the first time he took advantage of management's sympathy . . . when he attempted to undermine the organization of which he was a part. The kind of human relations that really works is not soft, fuzzy, sentimentalism. It is practical common sense applied by capable supervisors who enforce all rules consistently and fairly for all people.

*This case is based on one described in the Labor Relations Reporter. It has been altered slightly to illustrate certain principles of supervision.*

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## WHAT'S YOUR PROBLEM?

Don't sit around moping about it . . . and don't complain to your neigh-



bor when things aren't going right. The best thing to do, other than committing *bari-kari*, is to send your problems to your MANAGE editor. You might even win a prize if it's bad enough! We'll pass them on to Professor James Foley. He'll use them in his new column and offer it for solution by our readers. Winning solutions will also get a prize along with a commentary by the professor. Send us your problems . . . after you've read the details on page 63 of this issue.

# WINNING COOPERATION

*... Without it you can look bad.  
With it your efficiency is improved.*

*by Charles H. Lang*

**F**ACE IT. You need cooperation from your employees. As a supervisor, you get most of your work done through people. If these people want to, they can make you look good, or they can make you look bad.

You have much to gain by preparing your approach to any situation which calls for criticism. The most obvious advantage is that you correct an undesirable situation, but there are other long-range benefits in a planned approach.

For one thing, you have a chance to win the erring employee's future cooperation. For another, you can reduce future errors throughout your department. This, in turn, can lead to such very real benefits as lower costs, higher productivity, and, if you are in a production area, less scrap and less down-time.

You need no crystal ball to see what less down-time means in terms

of the departmental budget and that part of it for which you are responsible. Whatever the cause, work stoppages affect sales, future sales and, eventually, pay envelopes.

Less tangible, perhaps, but just as real as any work stoppage, is the good morale throughout your section which can come from your wise handling of the errant employee. Good morale means high productivity whatever your operation is, but good morale never results from hurt feelings, defensive attitudes, and resentments.

Criticism, then, can work *for* you. It need not be the unpleasant chore that many supervisors look on it to



be. It can, on the contrary, be a chance to strengthen your own standing with the employee and with your entire work force. It can also be done so that not only the fault is corrected, but understanding is improved and a sound relationship established.

We are not speaking now of those cases which require discipline; nor even of the *reprimand* and *warn* situations. Rather, we are concerned with that type of corrective criticism which can at once eliminate a fault and prevent the need for future corrective situations or disciplinary hearings.

How can you criticize, where and when criticism is needed, and still not make a disgruntled employee? There is no magic formula which applies to all situations and to all employees. There are, however, some basic principles which you can follow to increase the likelihood of *winning friends and influencing people*.

First of all, keep in mind that your chief objective at this point is to correct—rather than to discipline. Make it a chance for improving relationships. If you fail to bear that in mind, you will soon learn that some kinds of criticism only lead to further trouble.

Here, then, are some things you can do to make that corrective interview a profitable one:

**1. Get the facts**—Be sure the person needs criticism. (The situation

could have resulted from some fault of your own.) Maybe your instructions weren't clear. Try to learn the causes of the fault, whether they be in man or machine. Have the critical points clearly in mind before any interview takes place. Check all your facts for accuracy, and be sure you clearly separate fact from opinion.

**2. Arrange for privacy**—Nobody likes to be criticized in front of other workers. Besides, taking time to arrange for privacy will give you a chance to cool off in case you are all steamed up over the error that needs correction. Time is a great factor in giving a man perspective. In arranging to hold your talk in private, do what you can to avoid interruptions in the form of phone calls and so forth.

**3. Plan your approach**—You will want to keep the interview on a friendly basis. No other approach will achieve your long range objective, which is to improve the man's performance.

Keeping it on a friendly basis eliminates any possibility of losing your temper, a grievous fault in any corrective interview. Remember, courtesy is contagious.

**4. Don't accuse or blame**—Give him the benefit of the doubt. Your success on the job depends on how well your employees succeed. This gives you a personal stake in improving every person in your department. Be sure he understands



that. You are more interested in him than in the error.

The mistake is history; your concern is with his future—and yours. Phrases like "Would you check. . ." and "I wonder if. . ." indicate concern with the employee. Statements like "You loused up that. . ." seldom lead to future cooperation.

**5. Listen** — You may be surprised at what you learn. He may even come up with some specific suggestions on how to improve his future work. Of course, he may also come up with all sorts of excuses. If he does the first, you're way ahead of the game, but even if he does the second you haven't lost a thing.

You may, in fact, have gained a measure of respect as a person who is "willing to listen to my side of the story."

Listening is also a good check on your temper. Nearly all of us undergo at least some measure of embarrassment when we must either criticize or be criticized. Embarrassment sometimes strains feelings, and harsh words result. Obviously, no harsh words are possible as long as you keep listening.

**6. Correct, don't punish**—At least not at this stage. Assume your employee is conscientious and wants to do a good job. Work from the assumption that he wants to learn and wants to cooperate with you.

Tell him specifically what you expect, where he has not met the expectations of the job, how he can

improve. The general tone here is important. Your attitude will get across to him no matter how you try to hide it. Better to begin with a sincere intention of improving the employee's performance than with the intention of blaming him for his error.

Since your aim is correction rather than punishment, what you learned about causes in gathering the facts will come in handy. You can lay the groundwork for preventing similar errors in the future with a careful explanation of what went wrong.

Above all, avoid making comments on his intentions at the time the error was made. Pre-judging intent or motive is a good way to antagonize anyone.

**7. Check for feed-back**—Be sure he understands what the criticism is for. If he sees the criticism is justified he is more likely to avoid the circumstances leading to similar situations.

Checking for feed-back is closely allied to listening. Wise use of questions will give you tips on what caused the error and how to prevent its recurrence. You can also gather valuable information about this man's understanding of his job during the feed-back process.

Another way of checking to see if your message got through is to watch reactions. Words, of course, are our best means of communication. We communicate in other ways, however. We transmit attitudes and ideas by

such things as tone of voice, gestures, facial expressions. Often you can learn as much from these as you can from his words. Sometimes more.

#### **8. Close on a friendly note—**

*This will give both of you a feeling of mutual understanding. You can indirectly encourage him to learn more about his job and how it relates to the whole operation. It will also develop favorable attitudes and increase your chances for success. Damage to self-confidence can have worse effects on group productivity than the error itself.*

#### **9. Follow-up —**

*This means merely seeing that the undesirable situation or behaviour has improved. Do this follow-up quietly—no need to make a production out of it. If your criticism has improved the situation, then treat the whole thing as though it never happened.*

\* \* \*

In a motivational study made for the Norden-Ketay Corp., industrial relations manager Leslie M. Slate found some interesting things about workers. One of them was that high pro-

ductivity groups have employee centered supervisors; low productivity groups have production-centered supervisors.

He also found that among supervisors the feeling is that production is the most important job. If there is a moral to be found here it might be in the apparently inconsistent motto: "Let him who would concentrate on production concentrate on the employee."

Learning the art of effective criticism is not merely good human relations; it's good business. If you can avoid the troubles which result from poor corrective techniques — hurt feelings, resentment, defensive attitudes—you gain the benefits of employee cooperation. They include high production, lowered costs, improved quality, fewer grievances.

Whether you reap troubles or benefits depends partly on choosing the right type of approach to the corrective interview. If your employees want to, they can make you look good. If they want to, they can make you look bad.

Do you have a choice?

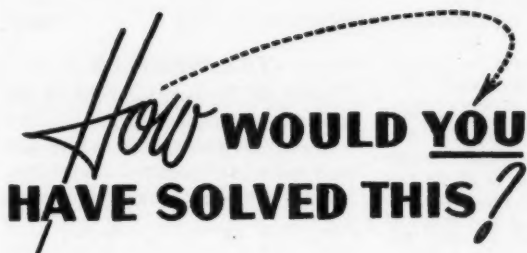
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## *Next Month...*



*An objective look at management reveals some disturbing weaknesses. This special report tells what is being done about them . . . and what isn't being done. A must article for every member of management.*

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# How **WOULD YOU** **HAVE SOLVED THIS?**

## NEW PROBLEMS..NEW SOLUTIONS

??????

Beginning with the April issue of **MANAGE** this column will be edited by Professor James J. Foley, Graduate School of Business Administration at Harvard University. Professor Foley's column will be based on those problems of management submitted by members of the National Management Association. He will choose the monthly problems and will, when choosing solutions (also submitted by **MANAGE** readers), offer a brief commentary.

The **MANAGE** staff feels that the conduct of Professor Foley's column will give its readers the opportunity of offering problems as well as solutions. All readers submitting either problems or solutions, chosen for publication by Professor Foley, will receive \$10 cash awards and special certificates of citation.

Problems should not exceed 500 words in length and may deal with any operating area of management such as: scheduling, methods, wage administration, maintenance, plant utilities, plant layout, quality control, inspection, cost reduction, scrap, rework, equipment, et cetera. Problems should be submitted to the Editor, **MANAGE**, 333 West First Street, Dayton 2, Ohio.

### THIS WAS SUPERVISORY PROBLEM NO. 33

Foreman Bill was sitting at his desk after the end of the shift the other day, reflecting on a problem involving two of his female employees. It seems that Claire had told some of the other girls that Bea, Bill's relief girl, was madly in love with, of all people, himself. Bill was perplexed because he had heard that Claire and Bea had met head-on during their afternoon relief period and now were not speaking. Although the girls were not required to speak in the course of their regularly assigned duties, the tenseness of the situation did not help the productivity of the group at all. Just as a matter of information, both Bill and Bea were happily married and Claire's accusation was completely unfounded. Help Bill out, will you?

### NEED FOR PATIENCE

by C. F. Thomallo  
Hughes Aircraft Co.  
Tucson, Ariz.

Here is my solution to HOW WOULD YOU HAVE SOLVED THIS? that appears in your December issue of MANAGE:

Were I in Bill's position I should favor using the philosopher's approach, requesting an assembly of all personnel within the area where production is affected. In the presence of the employees I should review generally—without "pointing a finger"—the inherent requisites for wholesome employee-employee and employee-employer relationship, indicating the personal advantages of such relationship.

In the course of my review I should mention the need for patience and tolerance and thoughtfulness among ourselves if we would keep our work and relationship on an agreeable and happy basis, being mindful of the common humanity that lives in each of us. I should touch

### THE WINNERS

Here are the best solutions to the supervisory problem No. 33. The winners have received checks for \$10 each and a handsome two-color Merit Award certificate suitable for framing.

---

on the hazards of "throwing stones," pointing out that very often a loose tongue with unguided missiles destroys happy homes.

I should mention the specific dividends that are inherent in good fellowship among all employees at work—relaxation, security, peace of mind, and the meeting of production schedules to insure continued customer satisfaction and consequent future employment for us.

Were I in Bill's position I should avail myself of the opportunity to compliment the employees on their many efforts to keep production on schedule, indicating my confidence in them, and asking their confidence in me.

### TWO-FOLD ACTION

by Antone P. Pathe  
Westinghouse Electric Corp.  
991 West High Street  
Lima, Ohio

Bill is faced with a genuine problem of taming the ire of one of his women employees. Obviously the rumor created by Claire is the cause of the tense situation as well as hampering the previous productivity of the group.

Bill must take positive action in this case, even at the risk of causing embarrassment to some of his employees.

This positive action should be two-fold. First, call all the group in for a short meeting at which time Bill should clearly state his position concerning Bea, or any other female employee. By honest and earnest conviction state the true facts

and end by saying that this was intended to clear the minds of anyone who may have thought otherwise. This meeting should naturally be short, to the point, completely honest, with no hint of a reprimand to anyone.

The second action would be to call Claire in for a few minutes along with the shop steward after the earlier group meeting. Again, being completely earnest and not attempting to reprimand, simply state that no disciplinary action is intended, but that the facts must clearly be recognized by Claire, and if this is abused again in the future, the only alternative will be for Claire to be transferred from the department or other action taken. Claire must be convinced that the harmony of the group is too valuable to be sacrificed for the sake of an untruth.

With this, I would ask Claire to forget everything that happened, and that I would consider the matter closed.

#### BUT DARLING, YOU CAN'T!

by S. Pellegrino  
23300 Greencrest  
St. Clair Shores, Mich.

In answer to "How Would You Have Solved This?" Problem No. 33 in MAN-AGE magazine, Dec. 1958, I would say that a husband or wife working under the directorship of one or the other, in a place of employment, conflicts between them would be inevitable.

So my suggestion to Bill would be to have his wife transferred to another department or request her to resign. Last resort measures would be to "fire" her.

## Off to the Motor Capital

*Pressures grow stronger on the nation's major auto producers to bring out small car models in the nearer future. The "big three" have all committed themselves, but without giving any definite dates.*

They see sales records showing that car buyers are more economy minded than ever. Besides the increased sales volume of the Lark and the Rambler, other car buyers are seeking the less expensive models of the bigger autos.

The April issue of MAN-AGE will be off to the Motor Capital to cover the Automotive Industry in the second of a series of articles saluting America's industries. Don't miss this interesting treatment.



## REPORT TO THE MEMBERSHIP (Continued from page 2)

I want to tell you about which will illustrate the ingenuity, enthusiasm and positive thinking of our directors.

Continued improvement in educational programs, additional management development projects and increased management club benefits can be achieved only with more available revenue. The Board of Directors has adopted a program for a nation wide drive for new members and clubs throughout American industry.

The directors themselves have assumed major responsibility for the drive and have formulated a timetable plan of action. In conjunction with this the directors are urging clubs to inaugurate membership drives which will culminate during Membership Month in April. Their goal is an NMA membership of 100,000.

The directors have set this task to give you additional benefits in management education. Benefits which will be of value to you, your family, your company, and your country.

I urge your wholehearted support.

**Fall in Line . . . with NMA in '59**



## NMA CLUB ANNIVERSARIES

**MARCH:** 20 years—Kings County Management Club, Brooklyn, N.Y.; Queens County Management Club, Long Island, N.Y.; 15 years—Lakeside Bridge Management Club, Milwaukee, Wis.; 5 years—Union City Management Club, Union City, Ind.; Kleinert's Management Forum, Long Island, N.Y.

**APRIL:** 15 years—Dole Valve Management Club, Morton Grove, Ill.; 10 years—Syracuse Management Club, Syracuse, N. Y.; 5 years—Diamond Unity Club, Lancaster, Ohio; Southeast Division Supervisors' Club of the Alabama Power Co., Eufaula, Ala.

# Conferences



*Following is a list of NMA educational conferences dealing with various phases of management development and leadership skills. Specific themes are included only when MANAGE has been informed by the conference leaders. Please make further inquiry as indicated.*

• • •

## NMA MANAGEMENT CONFERENCES

Mar. 14, 1959—South Bend, Ind., Sponsored by the Michiana NMA Council. *Contact:* Dale Witham, Clark Equipment Co., Buchanan, Mich.

Mar. 14, 1959—Fond du Lac, Wisc., Sponsored by Wisconsin Council of NMA Clubs. *Contact:* David Jameson, Jay Mfg. Co., Oshkosh, Wisc.

Mar. 14, 1959—Carter Hotel, Cleveland, Sponsored by Northern Ohio NMA Area Council. *Contact:* William M. Schwartz, Thew Shovel Co., E. 28th and Fulton Rd., Lorain, Ohio.

Mar. 21, 1959—Lima Sr. H.S., Lima, O., Sponsored by Lima Management Club. *Contact:* Russell Bawersack, Baldwin-Lima-Hamilton Corp., Box 1, Lima, Ohio.

Mar. 21, 1959—New Yorker Hotel, New York City, Sponsored by Greater New York Area NMA Council. *Contact:* Raymond B. Callahan, Murray Mfg. Corp., 1250 Atlantic Ave., Brooklyn 16, N. Y.

May 2, 1959—Morris Harvey College, Charleston, W. Va., Sponsored by Southern West Virginia Council. *Contact:* S. P. Carter, Montcoal, W. Va.

May 2, 1959—Hotel Lafayette, Long Beach, Calif., Sponsored by Southern California Area Council. *Contact:* Syl Fuller, Dept. 23, North American Aviation, Inc., International Airport, Los Angeles 45, Calif.

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Technology  
Pasadena 4, Calif.

**MARCH, 1959**  
**VOL. 11** **No. 6**

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